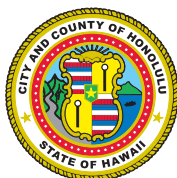


# DEPARTMENT AND AGENCY REPORTS

for Fiscal Year July 1, 2013 to June 30, 2014

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Fiscal Year Ending June 30, 2014, published December 26, 2014

*The Revised Charter of Honolulu, Article XIII, Section 13-104 (2000 Edition, 2003 Supplement) states:*

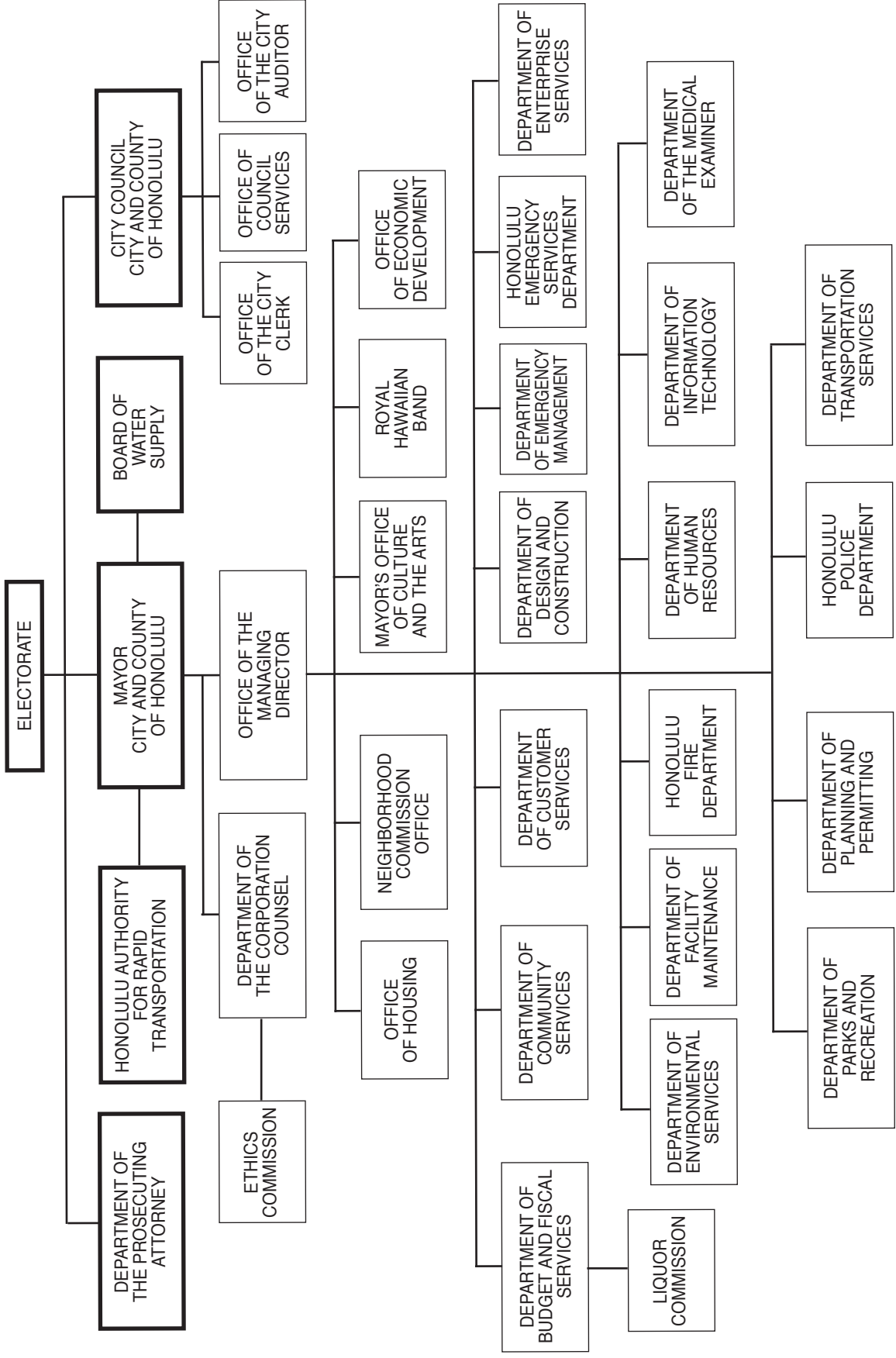
1. Not later than ninety days after the close of the fiscal year, each agency of the city shall make an annual written report of its activities to the mayor in such form and under such rules and regulations as the mayor may prescribe.
2. Not later than one hundred eighty days after the close of the fiscal year, the mayor shall publish an annual written report con-

cerning the activities of all agencies of the city. A copy of such report shall be filed in the office of the city clerk.

3. For the purpose of informing the public on the activities of the city during a fiscal year, the mayor may use radio and television media, in addition to the publication of the annual written report.

# CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART

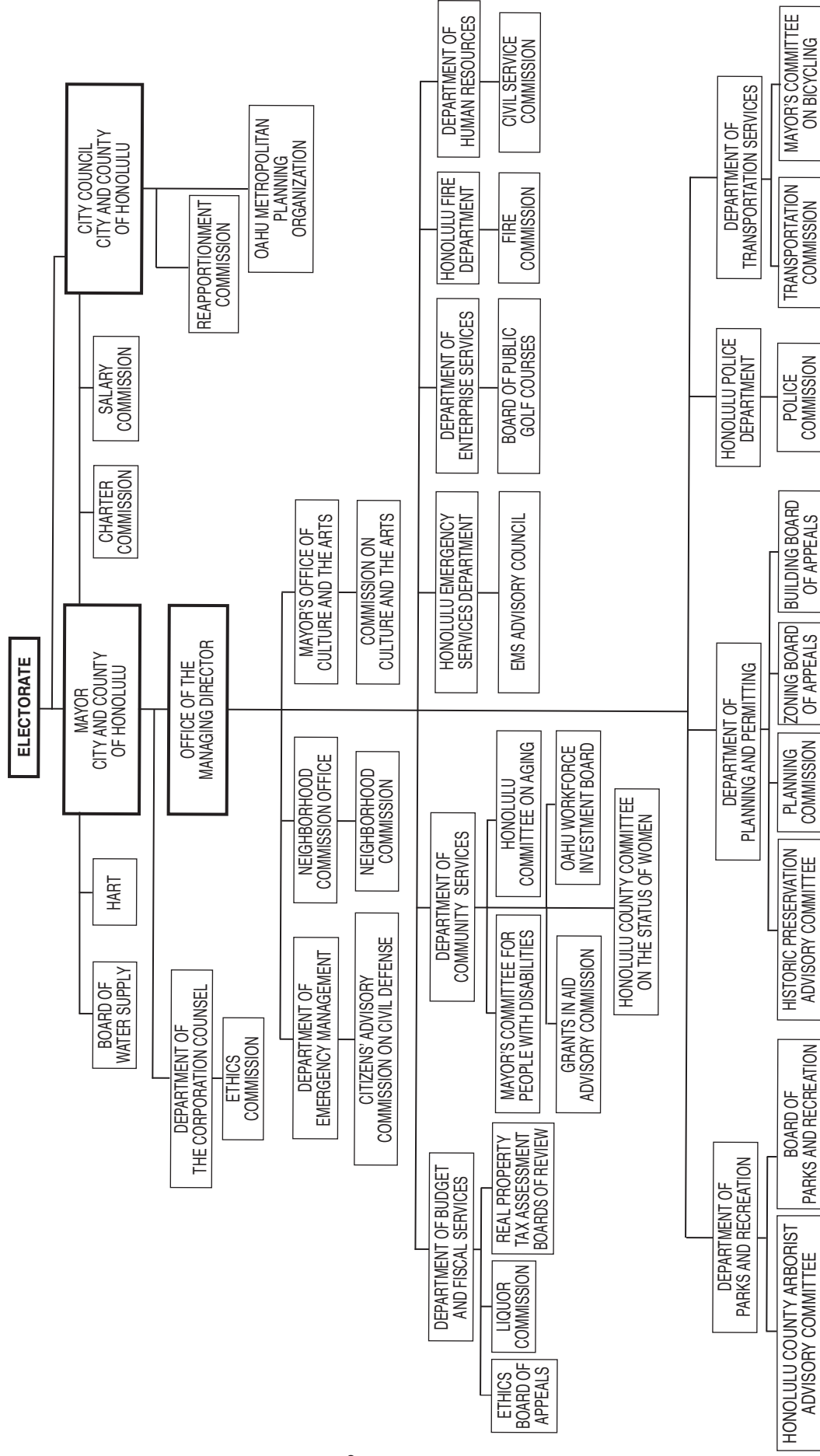
FISCAL YEAR 2014



# CITY AND COUNTY OF HONOLULU

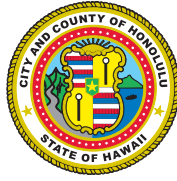
## CHART OF BOARDS, COMMISSIONS AND ADVISORY BODIES

### FISCAL YEAR 2014





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## Message from Mayor KIRK CALDWELL

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This Annual Report of the City and County of Honolulu for Fiscal Year 2014 tells the story of the committed effort and significant success of a group of more than 8,500 individuals who provide the programs and services that help make Honolulu a vibrant and enjoyable place to live, work, and play.

During this past year, we saw strong advancement and forward momentum for many important projects and initiatives, thanks to the leadership and dedication of members of our Cabinet, the City Council, and the outstanding work and service by our city employees and community partners.

With a long-term view of the challenges and opportunities on the horizon, we laid the foundation for our shared future by investing in a variety of vital areas, ranging from improving our roads and addressing much needed infrastructure repair and maintenance, to making major commitments to alternative and renewable energy; expanding bike lanes; building rail better; developing multimodal transportation solutions; and pursuing smart transit-oriented development.

At the same time, the city remained equally focused on delivering excellence in the other service areas that contribute to our high quality of life in the present, including revitalizing our parks; expanding user-friendly public transportation; ensuring robust first responder and emergency services; providing fun recreational programs; delivering clean drinking water; facilitating purposeful and sustainable economic development; and finding responsible and compassionate solutions to support our homeless and those at a social or economic disadvantage.

None of this could have happened without our employees, the city's most valuable resource. The City and County of Honolulu is truly an exceptional organization of individuals with an extraordinary commitment to public service. The organization remains engaged and committed to increase its transparency and streamline the way our government works. Additionally, in an effort to engage our whole community in an inclusive and constructive way, we continue to identify and seek to build on the possibilities of positive public-private partnerships. Most importantly, we are mindful that, beyond all the facts and figures presented in this document, we are an organization of people serving people.

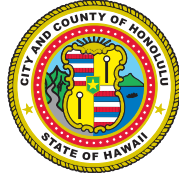
I thank you for your interest in reading this report and thus becoming a better informed member of our community. I would also like to take this opportunity to invite you to connect with our city departments and agencies as an active participant at our town hall meetings, by attending the meetings of our City Council, by engaging with our Neighborhood Boards, or by following us through social media. There is much work still ahead of us and, as a member of this community, your voice is critically important.

What I hope you will discover, by reading this report and engaging as an interested resident, is that we are all here to help you and to provide innovative and excellent service to ensure that Honolulu remains as one of the nation's best places to live. Our local democracy, however, is not a spectator sport. The promise of a participatory government – one for the people and by the people – can only become fully realized when we all take an active role in the shared responsibility as stewards of our community and our shared future.

A handwritten signature in black ink, appearing to read "Kirk Caldwell".

**Kirk Caldwell**, Mayor  
City and County of Honolulu

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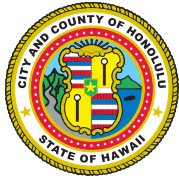


## **EXECUTIVE OFFICES**

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## OFFICE OF THE MAYOR

Kirk Caldwell, Mayor  
Ember Lee Shinn, Managing Director  
Georgette Deemer, Deputy Managing Director

### POWERS, DUTIES, AND FUNCTIONS

The executive power of the city is vested in, and exercised by, the Mayor, the city's Chief Executive Officer. The Mayor provides for the coordination of all administrative activities, sees that these are conducted honestly, efficiently, and lawfully, and enforces the provisions of the Charter, the ordinances of the city, and all applicable laws.

The Department of the Corporation Counsel reports directly to the Mayor. All other executive departments and agencies of the city, except the elected Prosecuting Attorney, the semi-autonomous Board of Water Supply, Honolulu Authority for Rapid Transportation, and Oahu Transit Services, are organized, supervised by, and report directly to, the Managing Director as the principal administrative aide to the Mayor.

Within the Office of the Mayor are specially designated offices for Culture and the Arts, Economic Development, Housing, Agriculture, the Neighborhood Commission, and the Royal Hawaiian Band.

### GOALS

On January 2, 2013, Kirk Caldwell was officially inaugurated and installed as the 14th Mayor of the City and County of Honolulu. From the beginning, Mayor Caldwell outlined five priorities that would be the focus for his administration:

- 1) Restoring bus services
- 2) Repaving roads
- 3) Improving our sewer system, and infrastructure repair, and maintenance
- 4) Re-establishing pride in city parks
- 5) Building rail better

In Fiscal Year 2014, the Mayor added several new items to his priorities, including homelessness, energy efficiency, and making Honolulu a bike-friendly city.

In approaching these priorities, the Mayor and his administration adopted guidelines for action. He stressed fiscal restraint, a focus on core services and infrastructure, investing in new technology and personnel, transparency in operation, and the importance of customer service.

For the first time in the city's history, the administration adopted a zero-based budget in departments primarily funded by General Funds and Highway Funds. In order to achieve a more right-sized government, the administration deactivated positions based on vacancies, attrition, and a five-year history of hiring patterns. The Mayor's budget priorities, and all departmental budgets, were prepared based on the fiscal mantra of "spending to make a difference."

### ACCOMPLISHMENTS

#### Restoring Bus Service

Perhaps the most immediate need for the citizens of Honolulu when Mayor Caldwell assumed office in January 2013 was restoration of bus services that had been unadvisedly cut by the prior administration. The Mayor's commitment was to restore the confidence Oahu's citizens had in a clean, safe, reliable, and efficient bus service. That effort, successfully completed in 2013, continued in 2014 with service improvements to bus routes 501 and 504 in Mililani Mauka after the Mililani Trolley ceased its regular service mid-January 2014. True to his commitment to improve transit service, including for persons with disabilities, Mayor Caldwell's administration began accepting new Handi-Vans in 2014 after the contract to procure 99 new vans was executed in 2013. The Handi-Van operates the paratransit component of Oahu's fixed route bus service and was in dire need of new vans when Mayor Caldwell assumed office. The 99 new vans will improve service to those most dependent on public transit.

#### Repaving Roads

In the first six months of 2014, the city paved a total of 252 lane miles. The \$100 million appropriated in the FY 2013 Capital Improvement Program (CIP) budget has now been contracted. Budgeted in FY 2015 is \$140 million in the CIP budget to accelerate road reconstruction and \$2 million in the operating budget for road maintenance to improve the quality of the city's roads and to lower costs. Mayor Caldwell's five-year road plan aims to improve all 1,500 lane miles of roads that are considered in less than "fair condition," as assessed by an independent study conducted in 2012. The Mayor has committed to releasing a quarterly status report on road projects to help the public and the City Council keep track of the work and to understand how funds are being spent.

#### Improving Our Sewer System, Infrastructure Repair, and Maintenance

Sewer capacity is a critical part of our city's infrastructure. Without adequate sewer capacity, the city cannot approve new development projects, large or small. As a means of addressing capacity issues, the city began construction on the Ala Moana Wastewater Pump Station Force Mains 3 and 4. The first phase of the energy performance contract at the Kailua Regional Wastewater Treatment Plant has been completed, with the second and final phase of the project underway. This 15-year contract is estimated to save the city \$1 million per year in electricity. As part of Honolulu's Global Consent Decree with the Environmental Protection Agency (EPA) and the Department of Health, the city has completed 62 percent or 330 of the 484 projects outlined by the EPA. The Mayor is committed to working hard to meet project due dates.

In 2013, Honolulu was one of eight cities selected nationwide to participate in the RE.invest Initiative, an effort to support sustainable infrastructure. The selection makes Honolulu eligible for technical assistance to design a green infrastructure that can be financed through a combination of public and private resources.

### **Re-establishing Pride in Our Parks**

Great public parks are the hallmark of notable cities throughout the world. Mayor Caldwell is committed to maintaining and improving our parks and recreational areas. Budgeted in FY 2015 is \$39 million to repair and improve public facilities at the parks, with special attention to restrooms, aging playgrounds, and park buildings. Mayor Caldwell believes that parks are the jewels of any great city and has budgeted \$5 million in FY 2015 to revitalize iconic parks such as Ala Moana Regional Park and Thomas Square, and a proposed cultural corridor around the Neal S. Blaisdell Center.

At the heart of Mayor Caldwell's commitment to the citizens of Honolulu are customer service and responsiveness to their needs. The Mayor was pleased to be able to celebrate the re-opening of the city's Wahiawa District Park swimming pool, which had been closed for two years. The city also celebrated the re-opening of the comfort stations at Maunalua Bay in Hawaii Kai and rehabilitation of the McCoy Pavilion at Ala Moana Regional Park.

### **Building Rail Better**

The Honolulu Authority for Rapid Transportation (HART) made major progress with the Honolulu rail transit project since construction resumed in September 2013. More than 100 support columns for the elevated rail guideway have been completed in the East Kapolei/Ewa area, with column work moving to Waipahu in late 2014. Work on the first span for the elevated rail guideway is also well underway. Each span consists of 12 concrete segments, each weighing about 50 tons. In addition, utility relocation, design work, and property acquisition continue along the remainder of the route.

HART's community outreach efforts continue to be strong, with more than 300 community meetings, presentations, and events held this fiscal year, providing greater transparency and the opportunity for residents to share their input. Through a series of station design meetings, the community also had the opportunity to weigh in on designs for rail stations in their area.

### **Transit-oriented Development (TOD)**

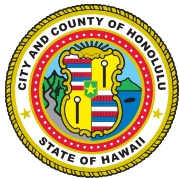
Working with communities throughout the rail corridor, Mayor Caldwell's team has developed draft TOD plans to enhance neighborhoods around the transit stations. He established a TOD subcommittee to coordinate infrastructure improvements and to facilitate development, including upgrades to sidewalks, bikeways, and roads connecting to the rail stations. The team is developing updated codes and zoning, a toolkit of financial incentives, and a new housing action agenda. Mayor Caldwell selected three areas on which to focus as catalytic projects: the Pearlridge transit center, Kapalama Canal, and the Neal S. Blaisdell Center. In FY 2015, \$4.4 million in the operating budget has been allocated to plan and conduct studies linked to rail and bus integration, multimodal systems, eco-

economic analysis of TOD areas, and a bike share program collaborating with the state and private sector, and \$20.3 million has been allocated in the CIP budget to plan for TOD in communities surrounding the rail stations, acquiring land for bus/rail hubs, and developing complete streets.

### **Homelessness**

In May 2013, the Administration proposed the Action Plan to address chronic homelessness. On June 19, 2014, Mayor Caldwell announced the city's Housing First strategy to reduce chronic homelessness on Oahu. The Mayor's plan combines housing and services with enforcement action designed to ensure that our public spaces are accessible for all. In FY 2015, \$3 million in the operating budget will allow the city to work with non-profit providers in offering wrap-around services to supplement the shelter component of Housing First. Wrap-around support and case management will help meet the social needs of a very vulnerable homeless population.

In addition, over \$40 million is appropriated in the FY 2015 CIP budget for Housing First and affordable housing properties.



## CITY BOARDS, COMMISSIONS & COMMITTEES

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City boards, commissions, and committees are advisory in nature and were established in order to provide government agencies with citizen participation. Members of these bodies are appointed by the Mayor and confirmed by the City Council, except where otherwise noted. Members do not receive salaries or pay.

### BOARD OF PARKS AND RECREATION

*Nine members, five-year staggered terms.*

The Board of Parks and Recreation advises the Mayor, City Council, and Director of the Department of Parks and Recreation on matters relating to recreational, cultural, and entertainment activities and facilities of the City and County.

### BOARD OF PUBLIC GOLF COURSES

*Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.*

The Board of Public Golf Courses is vested with the responsibility of advising the Mayor, the City Council, and the Director of the Department of Enterprise Services on matters related to the services provided by public golf courses under the city's jurisdiction.

### BOARD OF WATER SUPPLY

*Seven members, five-year staggered terms. (Includes two ex-officio members: The Director of the city Department of Facility Maintenance and the Director of the state Department of Transportation.)*

The Board of Water Supply sets policies and prescribes regulations for the management, control, and operation of the public water systems on Oahu and the properties of these systems, and fixes and adjusts rates and charges for the furnishing of water services. The board also appoints the Manager and Chief Engineer of the Board of Water Supply.

### BUILDING BOARD OF APPEALS

*Nine members, five-year staggered terms.*

The Building Board of Appeals hears and determines appeals regarding decisions of officials of the Department of Planning and Permitting in the administration of building, electrical, plumbing, housing, and fire codes. The board also hears and determines requests for code variances.

### CITIZENS ADVISORY COMMISSION ON CIVIL DEFENSE

*Five members, five-year staggered terms.*

The Citizens Advisory Commission on Civil Defense advises the Mayor, the City Council, and the Oahu Emergency Management Director on matters pertaining to disaster emergency planning and operations, and promotes community participation, understanding, and interest in civil defense preparation.

### CIVIL SERVICE COMMISSION

*Five members, five-year staggered terms.*

This commission consists of members who monitor the principles of the merit system in public employment. The commission advises the Mayor and the Director of the Department of Human Resources on matters concerning personnel administration and improvement of personnel standards. It also hears appeals and prescribes civil service rules and regulations.

### COMMISSION ON CULTURE AND THE ARTS

*Eleven members, five-year staggered terms.*

The Commission on Culture and the Arts assists the city with the preservation of the artistic and cultural heritages of all people residing in Honolulu. The commission also makes recommendations concerning the "Art in City Buildings Ordinance" in connection with the acquisition of art works and the acceptance of works of art offered as gifts. Recommendations are made in the area of community aesthetics to the executive and legislative branches of the city after reviewing all planned and existing city buildings, grounds, and facilities.

### ETHICS COMMISSION

*Seven members, five-year staggered terms.*

The Ethics Commission determines whether there have been any violations of the standards of conduct provisions of the Honolulu City Charter or ordinances by any officer or employee of the City and County of Honolulu. It recommends disciplinary action through advisory opinions to the appointing authority.

### ETHICS BOARD OF APPEALS

*Five members, five-year staggered terms.*

Individuals who have been aggrieved by a civil fine imposed by the Ethics Commission can appeal to the Ethics Board of Appeals.

### FIRE COMMISSION

*Five members, five-year staggered terms.*

The Fire Commission appoints the Fire Chief, reviews rules and regulations for the administration of the Fire Department, and evaluates, considers, and investigates charges brought by the public against the conduct of the Fire Department or any of its members. It also reviews the annual budget prepared by the Fire Department and may make recommendations to the Mayor.

### GRANTS IN AID ADVISORY COMMISSION

*Seven members, five-year staggered terms.*

The Grants in Aid Advisory Commission is charged with reviewing applications and making recommendations relating

to the distribution of monies from the Grants in Aid fund to non-profit organizations that provide services to economically and/or socially disadvantaged populations, or provide services for public benefit in the areas of the arts, culture, economic development, or the environment.

### **HISTORIC PRESERVATION ADVISORY COMMITTEE**

*Seven members appointed by the Mayor without City Council confirmation, terms are co-terminus with the Mayor.*

The Historic Preservation Advisory Committee provides advice to the Mayor and Director of the Department of Planning and Permitting on matters relating to the preservation of historic artifacts, sites, buildings, and all other properties of historic significance to the people of the City and County of Honolulu.

### **HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)**

*Seven members, five-year staggered terms. (Three members are appointed by the Mayor, three by the City Council; the seventh member is appointed by the other six members.)*

The HART Board determines the policy for the planning, construction, operation, maintenance, and expansion of the fixed guideway system. The board appoints the executive director, approves and adopts the operating and capital budgets, and controls the rail transit funds. The board also sets rates and charges with the ultimate goal of self-supporting the fixed guideway system and HART.

### **HONOLULU COMMITTEE ON AGING**

*Number of members not limited, terms are co-terminus with the Mayor. (It includes one elected official; one ex-officio liaison member from the State Policy and Advisory Board on Elderly Affairs.)*

The Honolulu Committee on Aging advises the Mayor and the Elderly Affairs Division, Department of Community Services, on issues, problems, and needs of elderly persons in the community. Subcommittees on Advocacy, Planning, and Senior Recognition assist with policy and program development.

### **HONOLULU COUNTY ARBORIST ADVISORY COMMITTEE**

*Nine members, terms co-terminus with the Mayor (includes one ex-officio member, the Director of the Department of Planning and Permitting.)*

The Arborist Advisory Committee is established by state statute and is attached to the Department of Parks and Recreation. Members include representatives of landscape architecture, certified arborists, and others involved in community beautification or ecological sciences. The committee researches and recommends to the City Council and property owners ways to protect, preserve, and enhance “exceptional” trees.

### **HONOLULU COUNTY COMMITTEE ON THE STATUS OF WOMEN**

*Number of members not limited, four-year staggered terms which are co-terminus with the Mayor.*

The Honolulu County Committee on the Status of Women advises the Mayor and the State Commission on the Status of Women on matters of concern to Oahu’s women. Its duties include the public recognition of the contributions of women, assessment of changes in the status of women, and promotion of equality for both sexes.

### **LIQUOR COMMISSION**

*Five members, five-year staggered terms.*

The Liquor Commission issues liquor licenses, oversees the activities of licensees, and enforces state laws and its own regulations with respect to the licensing, regulation, sale, or consumption of liquor by restaurants, liquor stores, bars, and night clubs.

### **MAYOR’S ADVISORY COMMITTEE ON BICYCLING**

*Number of members is not limited, terms are co-terminus with the Mayor.*

The Mayor’s Advisory Committee on Bicycling advises the Mayor on the city’s planned and existing bikeways, promotes safety and education programs for bicyclists, and seeks to improve communication and interactions between public and private agencies concerned with bicycling.

### **MAYOR’S COMMITTEE FOR PEOPLE WITH DISABILITIES**

*Number of members not limited, terms are co-terminus with the Mayor.*

The Mayor’s Committee for People with Disabilities makes recommendations on modifications to public facilities, such as curb ramps and TheBus operations, and generally advocates, promotes and advises on how the special needs of the disabled community can be better served and interwoven with those of the general community.

### **NEIGHBORHOOD COMMISSION**

*Nine members, five-year staggered terms. (Four members are appointed by the Mayor, four by the City Council; one is appointed by the Mayor and confirmed by the City Council.)*

The Neighborhood Commission periodically reviews and evaluates the effectiveness of the Neighborhood Plan and the neighborhood boards. The commission also assists in the formation of neighborhood boards and the operation of neighborhood boards, upon request.

### **PLANNING COMMISSION**

*Nine members, five-year staggered terms.*

The Planning Commission advises the Mayor, City Council, and the Director of the Department of Planning and Permitting on matters relating to land use and development. The commission reviews, holds public hearings, and makes recommendations on revisions and amendments to the General Plan and the Development Plans. It also reviews and conducts hearings on zoning ordinances and amendments thereto, and on state Special Use Permits. In addition, the commission comments on rules and regulations that deal with zoning and land subdivision as prepared for the Director of the Department of Planning and Permitting.

## **POLICE COMMISSION**

*Seven members, five-year staggered terms.*

The Police Commission appoints the Police Chief, reviews rules and regulations for the administration of the Police Department, and evaluates, considers, and investigates charges brought by the public against the conduct of the Police Department or any of its members. It also reviews the annual budget prepared by the Police Department and may make recommendations thereon to the Mayor.

## **REAL PROPERTY TAX ASSESSMENT BOARD OF REVIEW I, II, AND III**

*Five members per board, five-year staggered terms.*

Although attached to the Real Property Assessment Division of the Department of Budget and Fiscal Services for administrative and clerical assistance, the Boards of Review are independent bodies established to settle disputes between the taxpayer and the real property tax assessor. While most cases settled by the boards involve differences of opinion over the assessed valuation of real property, the boards also decide issues involving the disallowance of exemptions by the assessor.

## **SALARY COMMISSION**

*Seven members, five-year staggered terms. (Three members are appointed by the Mayor, three by the City Council; one is appointed by the Mayor and confirmed by the City Council.)*

The Salary Commission establishes the salaries of all elected city officials and certain appointed city officials in accordance with the principles of adequate compensation for work performed, relative to preservation of a sensible relationship to the salaries of other city employees.

## **TRANSPORTATION COMMISSION**

*Seven members, five-year staggered terms. (Three members are appointed by the Mayor, three by the City Council; the seventh member, who serves as the Chair, is appointed by the Mayor and confirmed by the City Council.)*

The Transportation Commission annually evaluates the performance of the Director of the Department of Transportation Services, and reviews and makes recommendations on rules concerning the administration and operation of the department, the department's annual budget, changes to the public transit fare structure when deemed necessary, and the performance of public transit and other transportation system contractors under the department's jurisdiction.

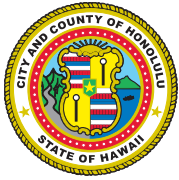
## **ZONING BOARD OF APPEALS**

*Five members, five-year staggered terms.*

The Zoning Board of Appeals hears and determines appeals regarding decisions of the Director of the Department of Planning and Permitting in the administration of zoning and subdivision ordinances and related rules and regulations. The board also hears requests for variances from the Land Use Ordinance.



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# NEIGHBORHOOD COMMISSION OFFICE

Nicole A. Velasco, Executive Secretary

## POWERS, DUTIES, AND FUNCTIONS

The Neighborhood Commission Office (NCO) provides administrative and technical support services to the Neighborhood Commission, the 33 neighborhood boards, and the city administration.

## MISSION

The mission of the Neighborhood Commission is to increase and assure effective citizen participation in the decisions of government through the establishment of policy, providing oversight and evaluation, and facilitating the efficient organization and operation of the neighborhood board system.

## NEIGHBORHOOD BOARDS

The 33 neighborhood boards are comprised of 437 volunteer board members serving as advisory groups to the Honolulu City Council, the city administration, departments, agencies, and other public officials of the state and federal governments. Oahu's neighborhood boards function as an islandwide communication conduit, expanding and facilitating opportunities for community and government interaction. The Neighborhood Plan, developed by the Neighborhood Commission, serves as the legal framework for the neighborhood boards.

## NEIGHBORHOOD COMMISSION

The Neighborhood Commission was officially established in 1973 after Honolulu voters approved an amendment to the Revised City Charter, now set forth as Article XIV. The commission rules require a minimum of six meetings each year to fulfill its duties, including the review and evaluation of the activities, performance, and operations of the neighborhood board system.

This fiscal year, the commission held seven regular meetings, three special meetings, and nine committee meetings. The Neighborhood Commission Office (NCO) distributed 9,500 agenda and 9,519 sets of minutes.

The nine members of the Neighborhood Commission for Fiscal Year 2014 were:

Sylvia Young, Chair	Loryn Guiffre	Claire J. Tamamoto
Robert Finley, Vice Chair	Kathleen Pahinui	Russell Yamanoha
Tyler Dos Santos-Tam	Robert Stubbs	Charles Zahn

## ACCOMPLISHMENTS

### Conference of Chairs 2014

On March 2, 2014 the commission held its biennial conference of neighborhood board chairs as required by the Neighborhood Plan. The conference was held at the Neal S. Blaisdell Exhibition Hall's Maui Room. A total of 41 neighborhood board chairs and vice-chairs were in attendance. Mayor Kirk Caldwell gave the welcoming remarks, and updates were provided by Executive Secretary Nicole Velasco

and Commission Chair Sylvia Young. The chairs discussed and collaborated on common issues encountered at board meetings. The State Office of Information Practices also gave a short presentation on issues that frequently arise at neighborhood board meetings.

## Implementation of Social Media

In May 2013, the NCO constructed its social media suite to increase general awareness, encourage attendance at board meetings, inspire potential new board members to join, and initiate outreach to an islandwide online community. The NCO reviews and updates the social media outlets listed below on a daily basis:

- Twitter (@HNLNCO, 623 followers)
- Facebook  
NeighborhoodCommission (354 "likes")
- Instagram (@HNLNCO, 175 followers)
- Tumblr (hnlnc0.tumblr.com)
- Klout score: 56

## NCO Tweetup 2014

On February 11, 2014, the NCO sought to increase general awareness and gather best practices from Hawaii's top social media users by hosting the city's first-ever Twitter-based "tweetup." The NCO presented an overview of the neighborhood board system to approximately 100 attendees. Participants engaged in interactive discussions on the value and importance of civic engagement in the digital age.

## Community for Keiki Month

For the first time ever, the NCO dedicated April 2014 as "Community for Keiki" month to inspire board members to invite youth community members and to consider issues affecting our keiki population. Board chairs were encouraged to invite student groups, schools, and other keiki-focused organizations to present and participate at their April meetings. A handful of boards participated by inviting Boy Scout or Girl Scout troops to open board meetings with the pledge of allegiance. The NCO staff participated in the keiki month campaign by visiting various middle and high schools to present information about the neighborhood board system, and to explain how participation can be a resource for public service and leadership-building. Participating schools included Kalakaua Middle School, Central Middle School, McKinley High School, UH Laboratory School, and Stevenson Middle School. Additional presentations were also provided to the students at the Kalihi YMCA's Teen Center and to student leaders at the Department of Education's Student Leadership Conference.

Closing out the month's campaign, the NCO co-hosted an event with the Mayor's Office of Culture and the Arts, which

brought nearly 300 pre-school students to the Frank F. Fasi Civic Center grounds.

### **Optimization of Administrative Services**

In concert with the commission and Corporation Counsel, the NCO eliminated a backlog of approximately 100 formal and informal complaints that had not been addressed by the commission or office, some dating back to 2007.

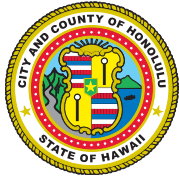
In addition to the 10,000+ monthly e-mail distribution, the NCO currently mails more than 1,500 sets of agenda, minutes, and a calendar of events each month. Twenty-two of the 33 neighborhood boards also video record their meetings to be aired on Olelo Community Television in weekly time slots. These services are provided and coordinated by NCO staff to allow the neighborhood boards and the Neighborhood Commission to reach out to Oahu's residents.

### **Constituent Support Training**

To increase the quality of services provided to the community, NCO staff participated in a variety of skills development training and governing policy refresher seminars. The Neighborhood Assistant (NA) team re-established a training component to its weekly meetings to review different parts of the Neighborhood Plan and Robert's Rules of Order. In addition, various NCO staff also took training courses to hone skills in communication, dispute resolution, and project management. For the benefit of both staff and board members, the NCO brought in a parliamentarian to provide parliamentary procedure training.

### **Minor Amendments to the Neighborhood Plan**

In early 2013, the commission solicited input from the boards, the public, and the commission office on possible amendments to the Neighborhood Plan. From the amendments proposed, the commission selected 16 to be vetted in public hearings in September 2014. The commission expects to make its final decision on which amendments, if any, to adopt at its October 2014 meeting.



## **MAYOR'S OFFICE OF CULTURE AND THE ARTS**

**Misty M. Kela'i**, Executive Director

### **POWERS, DUTIES, AND FUNCTIONS**

The Mayor's Office of Culture and the Arts (MOCA) was founded in 1971 after the creation of the Commission on Culture and the Arts and the passage of the Percent for Art law in 1967 that established the Art in City Buildings Program.

MOCA is a partner and catalyst for increasing opportunities, awareness, and involvement in cultural activities for the benefit of all. In this capacity, MOCA administers the Art in City Buildings Program, Culture and Arts Programs, and a Collaborative Arts Program.

The Art in City Buildings Program collection database is continually updated and publicly accessible through the agency's section on the city's website. The Artist registry, with information on 458 artists, is maintained by MOCA and available for public use.

### **MISSION**

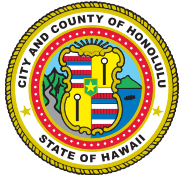
The mission of MOCA is to assist the city in attaining national preeminence in culture and the arts, preserving the artistic and cultural heritage of all its people, promoting a community environment that provides equal and abundant opportunity for exposure to culture and arts in all its forms, and encouraging and providing equal opportunity for the development of cultural and artistic talents of the people of Honolulu.

### **ACCOMPLISHMENTS**

- The Mayor's Production Grant program issued \$100,000 in funds to 20 non-profit organizations at \$5,000 each.
- Art in City Buildings program acquired four works in Fiscal Year 2014:
  - "Maasai Tribesman," a 1999 sculpture by Paul J. Saviskas, gift of the artist
  - "Daniel Ken Inouye," a 2013 plaque by Erie Landmark Company
  - "Wa Papa," a 2013 mural by Solomon Enos
  - "Wa Poe," a 2013 mural by Solomon Enos
- Art in City Buildings program had 74 conservation maintenance treatments in FY 2014.
- Coordinated 14 city-sponsored events which drew more than 275,000 attendees.
- Hosted 21 exhibits, attracting more than 43,250 attendees.
- Managed 82 events with a total of 13,100 attendees at Mission Memorial Auditorium.
- Managed over 250 meetings, public hearings and workshops in the Mission Memorial Hearings Room.

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## OFFICE OF ECONOMIC DEVELOPMENT

Minnie H. Ko, Executive Director (July 2013 – January 2014)

Linda Chu Takayama, Executive Director (February 2014 – present)

### POWERS, DUTIES, AND FUNCTIONS

The Mayor's Office of Economic Development (OED) works to provide a nurturing, business-friendly environment for businesses and community organizations. OED also coordinates with city agencies and departments on the economic development impacts of their activities and works with organizations, community groups, and other government entities to stimulate economic development opportunities.

OED focuses on areas where the city can build effective public-private partnerships to address needs and make a positive difference for Oahu's communities and businesses.

In Fiscal Year 2014, OED's activities comprised five categories, as outlined below.

### MISSION

OED works in partnership with Oahu's businesses, non-profit groups, and communities to support economic growth and enhance the quality of life for the residents of the City and County of Honolulu.

### SMALL BUSINESS DEVELOPMENT AND COMMUNITY REVITALIZATION

#### POWERS, DUTIES, AND FUNCTIONS

OED supports economic growth for businesses and communities throughout Oahu's existing and emerging industries, including small business, tourism, diversified agriculture, entertainment, sports, and technology. Small businesses are the backbone of Oahu's economy, and the focus of OED is to support and advocate for the success of Oahu's small businesses and to work with small business organizations.

Community economic revitalization is about city-community partnerships and turning community ideas into practical and achievable solutions. The goal is to stimulate economic opportunities, strengthen the unique character of Oahu's diverse communities, and improve quality of life for our residents. OED works directly with businesses and communities to focus efforts on concrete actions and foster the partnerships that will implement these actions. OED provides the essential coordination and support needed to bring the community together by convening economic summits, sharing progress, and encouraging more businesses and individuals to get involved.

### ACCOMPLISHMENTS

- Provided a grant for - and participated in - the North Shore Cluster of Opportunity Action Plan and Launch that included a business analysis identifying growth sectors for industry in the North Shore areas
- Provided a grant to Hawaii Venture Capital Association for planning and promoting events that support Oahu's future as a hub of innovation and entrepreneurship

- Co-sponsored the Hong Kong Business Association's China Ready Forum that provided companies and organizations with information on how to do business in China by using Hong Kong as a gateway
- Coordinated a Chinatown and Kalihi Business Development Workshop
- Provided grant funds and coordinated city support for a unified celebration of the Chinese New Year of the Horse, with multiple events spanning three weekends of festivals, a block party, and a parade
- Provided small grants to 12 other organizations for community and/or cultural-based events
- Coordinated the city's co-sponsorship activities for the 2014 Pro Bowl

### AGRICULTURE

#### POWERS, DUTIES, AND FUNCTIONS

The city's Agricultural Liaison is the first point of contact regarding agricultural issues. The position enables the city to capitalize on agricultural funding opportunities provided by state and federal agencies, collaborate with the state on issues of mutual concern, work with city departments on changes that will benefit agriculture, and focus on a reasoned approach to preservation and use of agricultural lands.

### ACCOMPLISHMENTS

- Participated with the Department of Planning and Permitting and their consultant to complete Phase I of Important Agriculture Lands (IAL) mapping
- Awarded a grant that will support farmers looking at increasing the scale of their farms by providing training sessions on topics related to farm economics, good agricultural and handling practices, food safety, and pesticide certification
- Awarded a grant for planning a series of value-added food technology forums and conducted five planning meetings
- Awarded a grant that supports farmers in developing conservation plans to prevent environmental disasters and minimize adverse economic impacts resulting from water and soil erosion
- Assessed 15 farmers' qualifications to farm the Galbraith Land, a 1,200-acre parcel that was acquired by the state for agricultural development, with approximately 200 acres set aside to lease to small farmers

## HONOLULU FILM OFFICE

### POWERS, DUTIES, AND FUNCTIONS

The goal of the Honolulu Film Office (HonFO) is to make Hawaii's film industry a vital, vibrant part of a diversified and sustainable economy. To this end, HonFO provides leadership in the areas of planning, development, facilitation, and marketing to and for media industries in the City and County of Honolulu.

As the hub of production for the State of Hawaii, Honolulu's film office assists an average of 500 projects each year. Oahu is typically responsible for 50-75 percent of the total annual statewide production expenditures, which on average represents just over \$400 million of economic activity and 2,500 full-time equivalent jobs (DBEDT Databook 2007-2013 figures).

### ACCOMPLISHMENTS

- Developed and implemented national and international marketing strategies and campaigns (print, online, outdoor, B2B tradeshows, events, and outreach)
- Assisted major film and television projects including *Jurassic World* (Universal), *Godzilla* (Warner Bros.), *Hawaii Five-0* (CBS Television Studios), and the [Untitled] Bradley Cooper, Emma Stone feature directed by Cameron Crowe for Sony Pictures
- Contributed, in partnership with the Oahu Visitors Bureau, to the development and implementation of film tourism campaigns for *Catching Fire* (Lionsgate), and *Godzilla* (Warner Bros.)
- Key supporter of Producers Accelerator track in the Hawaii International Film Festival's (HIFF) Creative Lab program to help develop local filmmakers

## INTERNATIONAL RELATIONS AND SISTER-CITIES

### POWERS, FUNCTIONS, AND DUTIES

International relations continue to play a vital role for the city by adding to the rich cultural, social, and economic diversity that makes Honolulu unique. On average, OED responds to more than 50 international communications every month and also coordinates and staffs numerous international courtesy calls. The Honolulu Sister-City Program currently has 30 established international sister-cities.

### ACCOMPLISHMENTS

- Coordinated visits by 45 foreign delegations (277 international delegates)
- Planned and implemented the 10<sup>th</sup> anniversary of the Honolulu-Uwajima sister-city relationship, including a reaffirmation signing ceremony
- Participated in various meetings and celebrations related to the 111<sup>th</sup> anniversary of Koreans coming to Hawaii
- Organized Mayor's participation in the Filipino Chamber of Commerce of Hawaii's 24<sup>th</sup> annual trade mission to the Philippines, which included visiting many of Honolulu's sister cities

- Coordinated the Managing Director's visit to Taiwan to further strengthen relations between Honolulu and Taiwan, and visit our sister-city of Kaohsiung

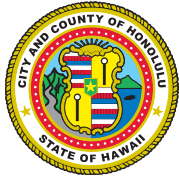
## HAWAII TOURISM AUTHORITY'S (HTA) COUNTY PRODUCT ENRICHMENT PROGRAM (CPEP)

### POWERS, DUTIES, AND FUNCTIONS

OED administers the Hawaii Tourism Authority-County Product Enrichment Program (HTA-CPEP), providing grants annually to various Oahu organizations. From its inception in 2002, HTA-CPEP has helped diversify and enrich Hawaii's tourism product. Through the HTA-CPEP program, OED develops new, and enhances existing, community-based tourism events, experiences, attractions, and projects related to agriculture, culture, education, health and wellness, and nature or technology. The program complements Hawaii's traditional resort product and assists in Honolulu's economic diversification.

### ACCOMPLISHMENTS

- In Calendar Year 2014, OED awarded 26 grants in a total amount of \$325,000
- In Calendar Year 2013, OED awarded 29 grants in a total amount of \$325,000



## OFFICE OF HOUSING

Jun Yang, Executive Director

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### POWERS, DUTIES, AND FUNCTIONS

The Office of Housing establishes and administers programs for affordable housing, senior housing, special needs housing, and the homeless, for the benefit of the people of the City and County of Honolulu. The office coordinates services with state and federal agencies, as well as private and non-profit organizations.

### MISSION

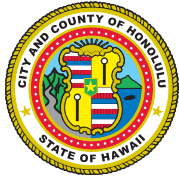
The Office of Housing, together with the Department of Community Services, launched the Mayor's Homeless Action Plan in May 2013. This plan is based on the Housing First model which removes the barriers of mandatory treatment program enrollment and provides permanent supportive housing directly from streets and shelters. The newly housed individuals are immediately provided with intensive case management and wraparound services to address their other needs.

Honolulu's Housing First model focuses efforts on the chronically homeless, the most visible and vulnerable homeless population. This specific population presents the greatest challenge to service providers because of their substance abuse and mental health issues. Mayor Caldwell's \$3 million Housing First program seeks to house 100 chronically homeless families and individuals in the Waikiki, Waianae, and Downtown areas by June 2015.

### ACCOMPLISHMENTS

- Co-sponsored an islandwide intensive training with all homeless service providers, and city and state departments that have programs addressing homelessness.
- Facilitated the creation of *Hale O Malama*, a data-driven initiative to restructure the island's homeless response system by better understanding the needs of Hawaii's homeless and implementing nationally recognized evidence-based practices, including Housing First.
- *Hale O Malama* held two trainings and 100-day campaigns to lower barriers within the service system and house more families and individuals experiencing homelessness.
- Working through *Hale O Malama*, implemented the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT), a survey that assesses clients to determine the appropriate degree of care and prioritize the utilization of resources, with the goal to complete a total of 1,000 surveys from the Waianae Coast to Waikiki.

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## ROYAL HAWAIIAN BAND

Clarke L.K. Bright, Bandmaster

### POWERS, DUTIES, AND FUNCTIONS

The Royal Hawaiian Band serves as the official band of the City and County of Honolulu. It has the distinction of being the only full-time municipal band in the nation, and the only band in the United States established by a royal kingdom. The band represents the City and County of Honolulu at public events and provides a wide variety of music for the educational and cultural needs of the community. Due to its cultural heritage, the band endeavors to maintain its observance of, and its participation in, all events that were established during the Hawaiian monarchy era.

The Royal Hawaiian Band is made up of 40 full-time positions and functions as a concert band, a marching band, and a glee club ensemble. The administrative and operational affairs of the band are handled by the bandmaster, assistant administrator, brass supervisor, woodwind supervisor, glee club leader, assistant conductor, drum major, librarian-in-charge, assistant librarian, field coordinator, and senior clerk-typist. With the exceptions of the bandmaster and the senior clerk-typist, all the positions listed are dual positions – they are musicians in the band in addition to executing their administrative and staff responsibilities.

### MISSION

The mission of the Royal Hawaiian Band is to promote and foster music, preserve the Hawaiian musical culture, inspire young musicians, and enrich the lives of the people of Hawaii.

### ACCOMPLISHMENTS

During Fiscal Year 2014 the band and glee club performed a total of 355 performances.

Weekly concert performances are ongoing at the Iolani Palace on Fridays. Other regular performances were scheduled at the Ala Moana Center Stage, Royal Hawaiian Center, Royal Hawaiian Hotel Coconut Grove, Moana Hotel, Kahala Mall, Windward Mall, Pearlridge Center, Waialua Bandstand, and Mililani Town Center.

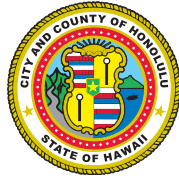
Hawaiian cultural and monarchical events featured the band at the Prince Lot Hula Festival, Queen Liliuokalani Onipaa and birthday commemoration, Queen Emma memorial, King Kalakaua birthday celebration and Royal Guard review, Prince Kuhio Parade, Princess Kaiulani birthday celebration, Aloha Festivals “Royal Court” presentation, Aloha Festivals Waikiki Hoolaulea, Aloha Festivals Floral Parade, King Kamehameha Floral Parade, and the city-sponsored May Day celebration and Na Hula Festival.

The band performed for other cultural and community events including the Honolulu and Kapolei City Lights parades, Wahiawa Veteran’s Day parade, Waikiki Holiday parade, Kaimuki Christmas parade, Haleiwa Christmas parade, Kailua 4th of July parade, Pan-Pacific parade, St. Patrick’s Day parade, Martin Luther King, Jr. parade, Night in Chinatown parade, Honolulu Festival parade, and numerous other community parades. Community concerts were performed at many other events, such as the I Love Liliha Festival, Korean Festival, Chinese Moon Festival, Vietnamese Festival, Scottish Festival, Filipino Fiesta, Bastille Day, Taste of Kalihi Festival, Moiliili Ohana Festival, and Windward Community College Arts Festival. Concerts at other venues included hospitals, nursing homes, adult care facilities, and educational concerts at many local preschools, middle schools, and high schools.

From the sounding of the *pu* (conch shell) and the opening *oli* (chant) to the musical, vocal, and hula styling of its multi-talented members, the Royal Hawaiian Band continues to promote and perpetuate the music and culture of Hawaii, and provide a unique musical experience for local residents and visitors.



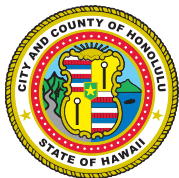
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## **DEPARTMENTS AND AGENCIES**

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## BOARD OF WATER SUPPLY

Duane R. Miyashiro, Chair; Mahealani Cypher, Vice-Chair; Theresia C. McMurdo; Kaulana H.R. Park; David C. Hulihee; Ross S. Sasamura, Ex-Officio; Glenn M. Okimoto, Ex-Officio; Ernest Y.W. Lau, P.E., Manager and Chief Engineer; Ellen E. Kitamura, P.E., Deputy Manager and Chief Engineer

### POWERS, DUTIES, AND FUNCTIONS

The Board of Water Supply (BWS) manages Oahu's municipal water resources and distribution system, providing residents with a safe, dependable, and affordable drinking water supply.

The BWS is the largest municipal water utility in the state of Hawaii. In Fiscal Year 2014, the BWS served approximately 139.2 million gallons of potable water per day and 10.8 million gallons of non-potable water per day to roughly one million customers on Oahu. The BWS carefully and proactively manages and invests in its intricate system, consisting of 94 active potable water sources, 171 reservoirs, and nearly 2,100 miles of pipeline.

The BWS is a financially self-sufficient, semi-autonomous agency of the City and County of Honolulu. Its operations and projects are financed with revenues generated by water transmission and distribution fees. It receives no tax money from the city. The BWS also pursues federal and state grants to help subsidize BWS projects.

The BWS is governed by a Board of Directors (Board), consisting of seven members. Five members are appointed by the Mayor and are confirmed by the Honolulu City Council. The remaining two serve in their capacities as the Director of the State Department of Transportation, and the Director and Chief Engineer of the city's Department of Facility Maintenance. The Board appoints the BWS Manager and Chief Engineer to administer the department.

The BWS consists of the following 11 divisions:

Capital Projects Division, Communications Division, Customer Care Division, Field Operations Division, Finance Division, Information Technology Division, Land Division, Office of the Manager and Chief Engineer, Water Quality Division, Water Resources Division, and Water System Operations Division.

### MISSION

The BWS mission is to provide a safe, dependable and affordable water supply now and into the future, focusing in three strategic areas: resource, operational, and financial sustainability.

### ACCOMPLISHMENTS

BWS employees work diligently to provide safe, dependable, and affordable water service to customers by concentrating their efforts to achieve the BWS's strategic goals:

#### Resource Sustainability (Safe)

- BWS conducted 33,775 chemical tests and 9,118 microbiological tests on samples collected from its water sources, distribution system, and treatment facilities to ensure all potable water served is safe to drink.

- In June 2014, BWS completed its annual production and delivery of the Consumer Confidence Report (CCR), also known as the Water Quality Report, to all BWS customers. The report provides information on the quality of the water delivered from the BWS system and was mailed to all customers on record. The report is also available at [www.boardofwatersupply.com](http://www.boardofwatersupply.com). Additionally, the department placed ads in Honolulu newspapers, including various ethnic language publications, to inform community members of the distribution.
- BWS staff held a record 26 outdoor water conservation classes at the Halawa Xeriscape Garden. These classes shared various techniques for reducing water use through efficient landscaping.
- The BWS held the 25th annual Halawa Xeriscape Garden Open House and Unthirsty Plant Sale. The event was attended by approximately 2,000 people who were provided information related to water conservation.
- More than 1,300 posters and 200 poems were received from 57 schools on Oahu for the 2014 Water Conservation Week Poster and Poetry Contests. The winning posters and poems will be featured in the BWS 2015 Water Conservation Calendar. The BWS formed public-private partnerships to offset calendar printing costs.

#### Operational Sustainability (Dependable)

- The BWS is in its second year of a three-year comprehensive Water Master Plan to provide a 30-year capital improvement program for the capacity expansion, and repair and replacement of aging water infrastructure. The Water Master Plan applies new technology and best practices in planning and engineering tools in a system-wide condition assessment of all water system assets (pumps, pipelines, reservoirs, and treatment plants) and will guide the update of the BWS financial plan to ensure sufficient funding for infrastructure needs, while keeping water rates affordable.
- BWS employees responded to 294 main breaks, or about 14 breaks per 100 miles of pipeline. According to the American Water Works Association, water utilities nationwide should strive for a limit of roughly 25-30 breaks per 100 miles of pipeline.
- In an effort to further institute best industry practices, the BWS began performing maintenance on the Automatic Meter Reading system, upgrading the software to enhance its reliability, and started a study of meter reading technology and practices. In FY 2014, the BWS placed Honouliuli 228 Reservoir #3 in service, thus improving reliability in the Ewa Beach, Kapolei, and Barber's Point areas by providing an additional six million gallons of storage capacity.

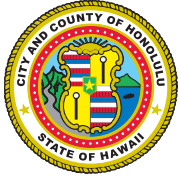
- BWS customer care staff handled approximately 156,385 customer calls; 5,557 online requests; 7,462 walk-in customers; and 568 other types of requests from customers.
- BWS investigation staff responded to 987 complaints regarding possible water line leaks; 6,505 requests by various contractors to verify the location of waterlines to prevent damage to BWS infrastructure; and 24,309 field activities to address customer billing concerns.
- Due to the high volume of calls and added requirements of Customer Care & Billing (CC&B), the call center staff was increased from 10 to 25 customer service representatives. Additionally, an operator pool was created to handle overflow calls from customers. The increase in staffing resulted in decreasing the call abandonment rate from 54.1 percent in July 2013, to 10.6 percent in June 2014.
- BWS service engineering staff addressed 6,865 walk-in customers; conducted 761 e-plan reviews; and reviewed 155 construction plans.
- With the introduction of online bill payment through BWS ePay, the volume of mail-in bill payments has decreased from more than 60 percent to approximately 48 percent.
- In addition to VISA and MasterCard, the BWS added Discover Card and JCB cards for customers to make payments.
- The BWS's nationally recognized Geographic Information System (GIS) database and applications continue to be upgraded for improved functionality and performance. This system gives users access to GIS layers and updated imagery, and integrates map service sharing with other city departments. Enhancements for mobile data gathering and data sharing have been piloted with promising results.
- In response to Federal Executive Order 13636, the BWS has increased its focus on improving critical infrastructure security and resilience. The completion of a cybersecurity program to address the executive order is expected by the end of FY 2015.

### Financial Sustainability (Affordable)

- More than \$32.8 million in construction contracts and more than \$6.5 million in professional services contracts were awarded by the Capital Projects Division as of June 30, 2014. The major programs include the following:
  - **Water Main Replacement Program:** More than \$19 million in water main construction projects were awarded to improve the water systems in Aina Haina, Alewa, Ewa Beach, Kalihi, Kaimuki, Manoa, Punchbowl, and Wilhemina Rise areas. Additionally, design contracts were awarded for water main replacements in Hawaii Kai, Manoa, Pacific Heights, Pearlridge, Wahiawa, Waikiki, and Wilhemina Rise, and also for fire hydrant installations in Aiea and Kaimuki.
  - **Water Facility Improvement Program:** During this fiscal year, new construction contracts were awarded to repair, renovate, repaint, and/or re-roof the Diamond Head Line Booster, Kaonohi 277 Reservoir, Makiki 180 Reservoir, Moanalua 405 Reservoirs No. 1 and No. 2, Niu Valley Booster, Wahiawa 1075

Reservoir, and Waimalu Wells I. New design contracts were awarded for facility improvements at Nuuanu 822 Reservoir, Pearl City 865 Reservoir, Waahila 180 Reservoir, Waiau 285 Reservoir, Waiau 550 Reservoir, and Waimalu 217 Reservoir, and for installation of security fencing at various locations.

- **Mechanical and Electrical Renovation Projects:** Construction contracts were awarded for the renovation of the mechanical and/or electrical systems at the Aiea Booster No. 3, Aina Koa Booster IV, Aina Koa Booster V, Haiku Well, Halawa Wells, Kaamilo Booster, Kamiloiki Booster, Kulioou Well, Makaha Wells V, Newtown Wells, Nuuanu Booster II, Punaluu Wells II, Waialeale Wells, Wailupe Well I, Waiau Wells and Booster, and Wilder Wells. Design contracts were awarded for renovation work at Beretania Pump Station, Kulioou Wells, Manoa Well II, and Mililani Wells IV.
- The BWS continued to refine the new CC&B system that went live in January 2013. The conversion to the new system presented a number of challenges which have been addressed by continuing to improve and expand ways to decrease estimated bill incidence and increase customer service responsiveness. During FY 2014, the number of estimated bills generated monthly was reduced to less than two percent.
- The BWS completed an upgrade of its Financial Management System to bring it to a supportable version. This project ensured the continued viability of the Financial Management System, and allowed for the collection of functional enhancement requirements to be used in an enhancement project programmed for the 2016 budget.



## DEPARTMENT OF BUDGET AND FISCAL SERVICES

Nelson H. Koyanagi, Jr., Director  
Gary Kurokawa, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The responsibilities of the Department of Budget and Fiscal Services (BFS) include the following:

- Revenue collection from bond issuances, property taxes, and user fees
- Disbursements control to support city agencies in delivering successful projects and programs
- Long-range financial planning
- Managing the city's cash, investments, and debt in a prudent manner
- Maintaining the city's financial records in accordance with audit standards
- Overseeing equipment inventories to ensure assets are on premises and safeguarded

Additionally, BFS provides administrative support in the form of oversight, meeting spaces, communication facilities, and documentation files for the Liquor Commission; two pension funds for current and former employees of the Board of Water Supply (BWS) and the City and County of Honolulu; and three boards of review.

### MISSION

The mission of BFS is to deliver adequate resources to city agencies to ensure successful programs and projects in a fiscally prudent and responsible manner.

### ACCOUNTING & FISCAL SERVICES DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

- Provide financial services to departments and agencies
- Review the manner in which public funds are received and expended
- Ensure that funds withdrawn from operating budgets are approved in accordance with operating budget ordinances and allotments
- Prepare centralized payroll
- Liquidate claims
- Prepare financial statements and reports on city operations

### ACCOMPLISHMENTS

- Worked with the Budgetary Administration Division, and city departments and agencies in preparation for the Fiscal Year 2015 operating budget
- Prepared expenditure schedules in accordance with the approved FY 2015 budget ordinance
- Provided financial planning, guidance, and analytical support to departments and agencies to meet their goals and objectives

- The city was awarded the Certificate of Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) for its FY 2013 Comprehensive Annual Financial Report (CAFR). It has received this prestigious award for 26 of the last 27 years
- Prepared the BFS Director's Quarterly Financial Reports for the last quarter of FY 2013 and the first three quarters of FY 2014
- Completed federally funded grants reports for:
  - Transportation
  - Homeland Security
  - Housing and Urban Development
  - Justice, Labor, and Health
  - Human Services
- Assisted in refining the payroll and human resource management portion of the City and County of Honolulu Enterprise Resource Planning System (C2HERPS) project, including the implementation of new provisions of the Hawaii Government Employees Association (HGEA) and United Public Workers (UPW) union contracts, and processing corrections to Employer Union Trust Fund (EUTF) billings
- Commenced planning for the upcoming Version 3.10 upgrade to the Advantage software

### BUDGETARY ADMINISTRATION DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

As required by the City Charter, the Director of BFS shall prepare the operating and capital program and budget, and necessary budget ordinances and amendments or supplements thereto, under the direction of the Mayor.

The Budgetary Administration Division administers the budgetary management and analysis program of the Executive Branch of the City and County of Honolulu. This includes the preparation and submittal of the annual executive program and budget to the City Council, as well as analysis and administration of the budgetary management programs of the 23 executive agencies in the City and County of Honolulu.

### ACCOMPLISHMENTS

- Preparation and submittal of the Mayor's executive operating program and budget
- Received, reviewed, evaluated, and finalized the Mayor's FY 2015 executive operating program and budget proposal, which totaled \$2.148 billion. This was \$13.3 million less than the previous fiscal year appropriation, a decrease of 0.6 percent. However, after adjusting for the sale of the Honolulu Affordable Housing Preservation

Initiative (HAHPI), the budget is \$77 million higher than the previous year's operating budget. The increase is primarily due to higher non-discretionary costs (\$11 million in employee retirement, \$7 million in employer health benefit contributions, and \$5.4 million in other post-employment benefit costs) and collective bargaining salary costs (\$53 million).

- Focused on core services and maintaining infrastructure
- Exercised fiscal prudence by funding Other Post-Employment Benefit (OPEB) liabilities and the fiscal stability fund
- Improved budgeting practices and processes by utilizing zero-based budgeting rather than the usual incremental budgeting
- Established budget ceilings based on prior year's Mayor's budget, excluding costs related to one-time events
- Proposed property tax rate for Residential A properties at \$5.50 per \$1,000 of valuation, projected to yield \$26.4 million in increased revenues
- Proposed property tax rate increase for hotel and resort properties by \$1.00 to \$13.40 per \$1,000 of valuation, projected to yield \$8.2 million in increased revenues
- Proposed trash pickup, bus advertising, and selected planning and permitting fees, projected to generate \$12.0 million in increased revenues
- Increase of \$10 million for fiscal stability fund and \$47.1 million to meet long term OPEB obligations
- Deactivated position cuts of \$29 million and \$8.4 million cut to vacant position funding
- Execution of the executive operating program and budget

## **FISCAL CAPITAL IMPROVEMENT PROGRAM (CIP) ADMINISTRATION DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

The fiscal Capital Improvement Program (CIP) Administration Division administers the management and analysis relating to the following areas:

- City's six-year CIP program
- Citywide revenue
- Central accounts
- Long-range financial planning programs
- U.S. Department of Housing and Urban Development's Community Development Block Grant
- HOME Investment Partnerships
- Emergency Solutions Grant
- Housing Opportunities for Persons With AIDS programs

### **ACCOMPLISHMENTS**

- Performed CIP and long-range planning
- Received, reviewed, evaluated, analyzed, and finalized the Mayor's FY 2015 Executive Capital Budget and Program and related revenue, miscellaneous and debt service functions of the executive operating budget; prepared all

ordinances and resolutions relating to the operating budget and program, capital budget and program, and reports as required

- Conducted ongoing review and evaluation of the capital budgetary allotments, and analysis and development of debt service programs for the city
- City awarded the Distinguished Budget Presentation Award by the GFOA for the 2013 budget, the 15<sup>th</sup> year it has received this award
- Reviewed and evaluated the capital budget program schedules to ensure capital expenditures for the fiscal year were made as appropriated and authorized, and consistent with the six-year capital program
- Analyzed and developed estimates of the city's revenues, central accounts, and long-range financial planning programs (including ongoing monitoring and analysis of the city's general and special revenue funds, and enforcement of operating provisional accounts)
- Ensured that individual special funds and the general fund were in balance upon submission of the budget proposal to the City Council
- Worked in conjunction with the Budgetary Administration, Treasury, and Accounting Divisions to develop debt service appropriation amounts
- Developed central accounts appropriation amounts in collaboration with other divisions, departments, and state personnel
- Developed the city's six-year financial plan by first compiling data and projections developed by various sources

The primary portion of the base-year expenditures and revenues was based on the FY 2014 operating and capital budgets. For the outlying years, compilations utilized were:

- Long-range plans for most enterprise fund operations
- Debt service projections
- The six-year capital program
- Estimates based on projections developed and/or provided by the State of Hawaii's Budget and Finance Department

New cost projections were developed by city agencies. Other costs and revenues were adjusted in accordance with projections developed by the State of Hawaii Council on Revenues. The projected amounts were analyzed and a statement of how to meet future expenditure requirements was developed.

## **FEDERAL GRANTS UNIT OF BUDGET DIVISION**

### **ACCOMPLISHMENTS**

- Completed the final year of a 20 Year Plan, detailing through June 30, 2015 (FY 2015) projects to be undertaken by the city for:
  - **Community Development Block Grant program (CDBG):** A program with the primary objective of developing viable urban communities by providing housing and suitable living environments, and expanding economic opportunities primarily for persons of low- or moderate-income.



- **HOME Investment Partnerships program:** A program intended to expand the supply of affordable housing, particularly rental housing, for low- and very-low-income Americans.
- **Emergency Solutions Grants (ESG):** This program provides rehabilitation, acquisition and related infrastructure assistance to the homeless by improving living conditions at existing shelters, or conversion of existing buildings for new shelters.
- **Housing Opportunities for Persons With AIDS (HOPWA) program:** This program provides housing assistance and related supportive services for low-income persons with HIV/AIDS, and their families.
- Implemented and administered a Request for Proposals (RFP) process for selection and award of FY 2015 CDBG/ HOME projects
- Completed the Consolidated Annual Performance and Evaluation Report (CAPER) for the CDBG, HOME, ESG, and HOPWA programs for the period ending June 30, 2013 (FY 2013)
- Completed tasks as required for compliance with the city's citizen participation plan, coordinated consultation meetings with service providers, beneficiaries, and the general public; issued public notices of hearing/meetings on program-related matters, substantive changes to action plans, and availability of public reports for review; issued notices of fund availability; and responded to program comments and complaints
- Provided technical program assistance to various city agencies and private non-profit organizations
- Monitored internal and sub-recipient compliance with federal, state, and local laws
- Assisted in The Single Audit, required by the federal government in Office of Management and Budget (OMB) Circular A-133, an annual compliance and financial audit of the federal financial assistance received by the city
- Provided ongoing citywide and departmental reviews to ensure accountability and proper use of city funds expended through the purchasing card program
- Monitored city agency compliance with petty cash and change funds policies and procedures
- Prepared the city's consolidated local central service cost allocation plan and indirect cost rates
- Monitored the low-income housing compliance requirements for 14 projects in the multi-family housing program
- Reviewed and provided updates to the BFS policies and procedures manual
- Updated and developed new policies for the Administrative Directives manual

#### Special studies and investigations

- Maintained the fraud awareness and internal control Intranet information website
- Performed financial analysis and support for various ongoing investigations alleging fraud
- Completed transaction reviews and provided guidance regarding potential irregularities reported by various city agencies
- Provided internal control review and analysis services to various departments on a project-by-project basis
- Evaluated requests by various departments to amend petty cash and change fund amounts
- Assisted the Honolulu Fire Department in reviewing and reconciling Meal Reimbursement Allowance (MRA) bank statements for all stations/platoons and improving the MRA accounting procedures as it migrated from paper to electronic payments for improved cost efficiencies
- Performed trend and comparative analysis for various city tax revenue sources (i.e., county surcharge, conveyance, transient accommodations, and liquid fuel taxes) and provided county surcharge guidance related to tax revenue variances to Honolulu Authority for Rapid Transportation (HART)
- Performed conceptual review of select programs migrating to electronic payments, inclusive of general-purpose reloadable prepaid cards, for increased cost efficiencies
- Prepared contract extensions for the credit card acceptance program
- Completed issuance and evaluation of the RFP and awarded a new contract for the credit/debit card acceptance program
- Compiled statistics for the credit card program
- Assisted the Department of Transportation Services in reviewing the debit card merchant fee for parking meter fees
- Assisted the Department of Transportation Services in collecting and recording parking meter fees paid via telephone from June 2012 to September 2013
- Addressed take-home vehicle issues and monitored compliance with city policies and procedures

## INTERNAL CONTROL DIVISION

### POWERS, DUTIES, AND FUNCTIONS

The Internal Control Division is a leader in building public trust in city government by promoting cost-effective internal controls to safeguard city assets. The division performs professional and objective examinations and evaluations of the city's financial activities. Seven staff members audit, review, and monitor the controls and processes for safeguarding city assets and recording financial transactions, and recommend practical changes and cost effective improvements. Division personnel include certified public accountants and certified government financial managers.

### ACCOMPLISHMENTS

#### Annual recurring audits, reviews, and evaluations

- Completed quarterly cash audits and prepared statements of the amount and kind of funds in the City Treasury, as required by the City Charter
- Administered the Integrity Hotline



- Performed analysis and review of departmental and employee overtime and compensatory time to assist in the development of overtime monitoring reports
- Compiled supporting documentation and assisted in the collection of restitution from individuals ordered by the courts to reimburse the city
- Participated as a member on the city's Deferred Compensation Plan committee
- Performed an expenditures controls review of the Department of Community Services WorkHawaii Division
- Provided consultation and full costing reimbursement computations to the Department of Customer Services for the state's share of motor vehicles program costs for collecting the state's taxes and fees
- Reviewed Liquor Commission employee subsidized parking at a leased commercial parking lot
- Assisted the Department of Parks and Recreation in the implementation of accepting Electronic Benefit Transfer (EBT) payments at the People's Open Markets
- Assisted the Honolulu Police Department in coordinating the contracting of billing and collection services for the alarm tracking system
- Assisted the Department of Enterprise Services in monitoring concession annual sales audit reports

## **PURCHASING DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

The Purchasing Division is responsible for procuring materials, supplies, equipment, services, construction, consultants, professional services, and management of city-owned property.

The **Procurement and Specifications Branch** is divided into four sections that support assigned departments, as follows:

- Establishes standards and specifications
- Develops solicitation documents
- Provides technical assistance to agencies to assure quality purchases at reasonable prices

The **Property Management and Disposal Branch** maintains inventory of all city personal and real property and effects resulting from exchange, disposal, sale, and transfer of surplus equipment.

Additionally, the Branch manages city-owned real property, including disposals, rentals, leases, easements, concessions, and housing relocation functions.

### **ACCOMPLISHMENTS**

- Awarded roads-related contracts totaling \$48,202,722 for the rehabilitation of streets and reduction of potholes
- Awarded parks-related contracts totaling \$6,800,909 for construction, maintenance and repair
- Awarded sewer-related contracts totaling \$321,564,331 to improve the city's sewer infrastructure to meet the demands of the future and the deadlines of the Global Consent Decree

- Awarded transportation-related contracts totaling \$156,247,823 for improvements to enhance the city's bus system, create multimodal systems that promote all forms of transportation, expand Complete Streets, and age-friendly access
- Awarded energy-related contracts totaling \$16,576,288 to invest in energy conservation and efficiency, renewable and alternative energy to reduce the city's energy costs, and improve the long-term sustainability of our environment

## **REAL PROPERTY ASSESSMENT DIVISION (RPA)**

### **POWERS, DUTIES, AND FUNCTIONS**

Chapter 8, Revised Ordinances of Honolulu (ROH), relating to the assessment of real property for tax purposes, provides for the Real Property Assessment Division to administer the provisions thereof. It ensures real property assessment values are fair and equitable, based on market value, and in accordance with applicable standards and laws.

The division's mission is to annually provide the City Council of Honolulu with a certified assessment roll. The City Council uses this roll to set the tax rates for nine general land classes and to generate property tax revenues for the city.

### **ACCOMPLISHMENTS**

To accomplish its mission, the division identified all real property parcels and owners; appraised parcels; processed exemption claims and dedication petitions; notified owners of the property assessments; resolved real property tax appeals; and maintained and updated maps, ownership records, valuation records, and other division files relating to real property.

### **Administrative/Technical Branch**

The Administrative/Technical Branch is responsible for the development of:

- Rules and regulations
- Administrative policies and procedures
- Building classifications
- Cost factors
- Training of appraisers
- Technical support for all counties in the state of Hawaii

### **ACCOMPLISHMENTS**

The branch conducted internal audits to ensure that assessment values are in compliance with standards established by professional appraisal and assessment organizations for real property tax codes, rules, and ordinances.

### **Mapping Branch**

The Mapping Branch is responsible for maintaining ownership records and for providing up-to-date tax maps. In addition to BFS, other government agencies and the general public utilize these maps and ownership records.

### **ACCOMPLISHMENTS**

The Mapping Branch has updated the technology it utilizes to process ownership and mapping changes. This includes

the use of scanned images of recorded documents, and the updating of parcel data to the Geographic Information System (GIS) base map.

### **Support Services Branch**

The Support Services Branch is responsible for facilitating customer service utilizing a variety of channels, including at the counter, on the phone, via mail and email, and in the division's research room.

#### **ACCOMPLISHMENTS**

The Support Services Branch processed exemption claims, Board of Review appeals, and Tax Appeal Court cases. It also prepared adjustments to taxes resulting from amended property values, appeal decisions, and the sale of government parcels.

### **Assessment Branch**

The Assessment Branch is responsible for the annual valuation of all real property parcels within the City and County of Honolulu.

#### **ACCOMPLISHMENTS**

As of October 1, 2013, the division assessed 293,852 tax parcels for Assessment Year 2014, including 127,941 condominium units and 344,701 buildings. A total of 160,565 exemptions were allowed.

### **Boards of Review**

There are three Boards of Review that resolve real property assessment and/or disallowances of exemption disputes between taxpayers and the real property tax assessor. There is one employee providing support for this function. These boards are attached to the Administrative Branch and consist of five members each. Members are appointed by the Mayor and confirmed by the City Council for five-year terms.

### **RISK MANAGEMENT DIVISION**

#### **POWERS, DUTIES, AND FUNCTIONS**

Risk Management is responsible for the overall risk financing plan and support services for the city's departments, agencies, staff, and business partners, including Board of Water Supply (BWS), Honolulu Authority for Rapid Transportation (HART), and Oahu Transit System (OTS).

#### **ACCOMPLISHMENTS**

- Successfully secured insurance broker services and negotiated enhanced renewal terms and conditions for the city's five property and casualty insurance programs, consisting of more than 25 individual policies of insurance
- Coordinated six bulk claim reviews with city insurers, claims adjusters, and staff from the Department of Corporation Counsel
- Coordinated jurisdictional inspections of over 100 permitted boilers and other pressure vessels in accordance with state requirements
- Issued over 100 letters of self-insurance in support of city operations and activities
- Instrumental in negotiating with local U.S. Navy representatives to accept city self-insurance in lieu of commercial

insurance as required under numerous licenses, rights of way, and other contracts

- Received, recorded, and distributed over 500 reports of accidents and losses
- Reviewed over 100 contracts, leases, permits, and other documents identifying potential risks and providing recommended insurance requirements as appropriate
- Reviewed nearly 200 certificates of insurance to verify compliance with applicable city requirements
- Prepared and submitted statutory financial responsibility documentation for city-owned underground fuel storage tanks and municipal solid waste landfills
- Made 23 site visits to various city locations and operations

### **TREASURY DIVISION**

#### **POWERS, DUTIES, AND FUNCTIONS**

The Division of Treasury is responsible for the city's cash management, debt administration, and certain accounts receivable. It maintains the city's treasury, deposits monies, and invests funds as authorized by law.

Additionally, the division administers the receivables for real property taxes, refuse disposal and collection fees, special assessments, automotive fuel and maintenance fees, engineering inspector overtime and permit fees, wastewater engineering inspection charges, sewer lateral charges, recovery of road and sidewalk repair, recovery of costs for damaged traffic property, concession agreements, and lease rents.

#### **ACCOMPLISHMENTS**

- The division issued and sold city bonds, and paid interest on and redeemed the bonds as required. It also billed and collected a variety of revenues and assessments including:
  - Real property taxes
  - Improvement and business improvement district assessments
  - Refuse disposal fees
  - Refuse collection fees
  - Real property rentals
  - Concession contracts
- Real property taxes accounted for approximately two-thirds of the city's general fund revenues. In FY 2014, the division billed 280,440 accounts for \$868.1 million and total taxes collected were \$838.7 million.
- The city assesses a charge to property owners in approved improvement districts for certain public improvements and services that benefit those owners. In FY 2014, improvement district accounts numbered 51 that paid an average of \$8,828 each.
- The business improvement districts assess a charge to property owners for services that benefit these owners. There were 5,227 accounts that paid a total of \$2.3 million.
- The city charges commercial haulers a refuse disposal fee for utilizing one of the city's landfills or other solid waste disposal facilities. In FY 2014, there were 223 active accounts that produced revenue of \$54.7 million.

- Commercial customers incur a monthly refuse collection fee based on their average refuse volume for curbside pickup. In FY 2014, commercial customers numbered 635 and remitted fees of \$528,547.

## Cash and Debt Management

The branch is responsible for the city's cash management, debt administration, and certain accounts receivable. It maintains the city's treasury, deposits monies, and invests funds as authorized by law.

## ACCOMPLISHMENTS

- During FY 2014, deposits of \$2.8 billion and disbursements of \$2.3 billion flowed through the city treasury.
- Managed an average daily cash balance of \$2.4 billion. Of that balance, treasury funds represented \$2.2 billion, while Board of Water Supply funds and Housing Development funds were \$227.2 million and \$13.6 million, respectively.
- The city earned \$4 million in interest income in the fiscal year. Treasury funds generated \$1.8 million (average yield of 0.12 percent).
- There were no General Obligation Tax Exempt Commercial Paper Notes outstanding as of June 30, 2014.
- As of June 30, 2014, the outstanding general obligation bonds totaled \$2.62 billion, of which \$561.76 million were for housing, H-POWER and solid waste disposal, and \$0.81 million were for sewer projects. In addition, the outstanding wastewater system revenue bonds totaled \$1.67 billion, the water system revenue bonds totaled \$269.85 million, and the notes and state loans payable totaled \$245.34 million.
- Of the total debt of \$4.81 billion as of June 30, 2014, \$2.06 billion is considered to be direct tax-supported debt for legal debt margin purposes.
- Achieved asset-to-debt ratio of 98.82 percent (the state constitution limits the asset-to-funded-debt ratio of any county to not less than 85 percent.)

Net assessed valuation of taxable real property:

100% of fair market value.....\$174.34 billion

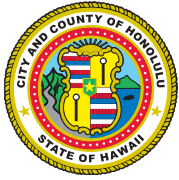
15% of net assessed valuation of taxable

real property.....\$26.15 billion

Net funded debt.....\$2.06 billion

Ratio of debt-to-assessed valuation.....1.18%

- The city's general obligation bonds are rated Aa1 by Moody's Investors Service and AA+ by Fitch Ratings. Its wastewater system revenue bonds senior series are rated by Aa2 by Moody's Investors Service and AA by Fitch Ratings. The wastewater system revenue bonds junior series are rated Aa3 by Moody's Investors Service and AA- by Fitch Ratings.



## DEPARTMENT OF COMMUNITY SERVICES

Pamela A. Witty-Oakland, Director  
Gary K. Nakata, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Community Services (DCS) develops and administers projects, programs, and plans of action for human resources, human services, and housing programs; develops and administers projects, programs, and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; and implements federally- and state-aided human resources, human services, housing, urban renewal, and community development programs [Chapter 3, Section 6-302, Revised Charter of Honolulu].

The department comprises the following divisions: Community Assistance, Community Based Development, Elderly Affairs, WorkHawaii, Office of Special Projects, and Oahu Workforce Investment Board. Administrative support is provided through the department's Administrative Services Section.

Additionally, the following committees are attached administratively to DCS: Honolulu County Committee on the Status of Women, Mayor's Advisory Committee on Disabilities, Honolulu Committee on Aging, and the Grants In Aid Commission.

### MISSION

DCS is a community partner creating opportunities to improve the quality of life for the people of Oahu.

### COMMUNITY ASSISTANCE DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The objectives of the Community Assistance Division (CAD) are:

- Provide rental assistance to eligible low-income families participating under the federally funded Section 8 programs which consists of:
  - *Housing Choice Voucher Program*: providing monthly rent payment subsidies for qualified Section 8 families
  - *Family Self-sufficiency (FSS) Program*: designed to help families ease off government subsidies and transition into social and economic self-sufficiency
  - *Homeownership Option Program (HOP)*: allows eligible Section 8 families to apply their Housing Choice Voucher Program assistance towards homeownership assistance rather than rent
- Preserve decent, safe, and sanitary housing for low- and moderate-income households through Rehabilitation Loan Programs, consisting of:
  - *Rehabilitation Loan Program*: provides rehabilitation loans to qualified owner-occupant homeowners allowing them to repair and correct deteriorated and

hazardous conditions on the property, and accessibility improvements for family members with disabilities

- *Honolulu Solar Loan Program*: provides interest-free loans for qualified homeowners to cover the cost of installing a solar water heating or photovoltaic (PV) system, including repair work to correct deficient conditions on the property for the installation
- Provide assistance to low- and moderate-income families to achieve homeownership via the Down Payment Loan Program

### ACCOMPLISHMENTS

- Housing Choice Voucher Program:
  - Served 3,420 families
  - New online application system implemented
  - At the close of the calendar year 2013, approximately 561 applicants remaining on the Section 8 waitlist were being processed
  - Received over 14,000 pre-applications during May 15-21, 2014
  - Began converting paper rent checks mailed to landlords or their agents to direct deposit, leading to better efficiency in payments and reduction of costs
  - Approximately 1,461 landlords participated in the program
  - Paid \$42.5 million in rental subsidies
  - Processed 18 new applications and nine new vouchers for the Family Unification Program
  - Registered 124 new families
  - Completed 6,988 residential inspections
  - Conducted 4,199 client placements and re-examinations
  - Canceled 166 applications
  - Transitioned 189 families from Section 8 participation
- Family Self-sufficiency (FSS) Program:
  - Registered 156 families in the FSS program
  - 13 FSS families successfully completed their goals, graduated from the program, and received a total of \$96,348 in escrow savings
- Homeownership Option Program (HOP):
  - Welcomed 80 families into this program
- Rehabilitation Loan Program:
  - Received 51 rehabilitation loan applications out of 177 requests for application
  - Processed 11 new residential loans to qualified homeowners, for a total of \$1,101,550

- Honolulu Solar Program:
  - Three of the 11 rehabilitation loans involved repairs related to and installation of PV systems
- Down Payment Loan Program:
  - Three down payment loan applications were received and two loans were processed

## **COMMUNITY BASED DEVELOPMENT DIVISION POWERS, DUTIES, AND FUNCTIONS**

The Community Based Development Division (CBDD) works in partnership with non-profit agencies, private for-profit enterprises, and other government agencies to address affordable and special needs housing, and shelter and supportive services for people in need through the acquisition and rehabilitation of existing affordable housing, the construction of new affordable housing developments, and the leasing of city-owned special needs housing projects. These are achieved via the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and the Housing Opportunities for Persons with AIDS (HOPWA) programs. The division is also responsible for securing funds to support local homeless assistance programs via the Continuum of Care (CoC) programs, providing rental assistance and supportive services to homeless persons. It also administers the Emergency Solutions Grants (ESG) programs which provide funds to support the operations of emergency shelters as well as rapid re-housing and homeless prevention activities.

### **ACCOMPLISHMENTS**

- Acquisition and rehabilitation of Hibiscus Hills Apartments, an 80-unit rental apartment complex
- 331 affordable rental housing units were completed
  - Kooloaula - 120 units
  - Hale Mohalu 2 Senior - 164 units
  - Hale Makana O Nanakuli - 47 units
- 99 affordable rental housing units undergoing construction or renovation
  - Villages at Moae Ku Phase Two - 76 units
  - Independent Living Waipahu - 23 units
- Renewal of two leases for special needs housing projects
- Provided funding for nine projects that support the development and renovation of public facilities:
  - Alternative Structures Incorporated - Plumbing Replacement Project
  - CFS Real Property, Inc. - *Ka Pa Ola* Shelter Renovation
  - Goodwill Industries of Hawaii - Ohana Career and Learning Center
  - IHS, The Institute for Human Services - Emergency Shelter Capital Improvements
  - Kokua Kalihi Valley - Gulick Elder Center Rehabilitation
  - Pacific Housing Assistance Corporation - Senior

Residence at Iwilei

- Parents And Children Together - Ohia Domestic Violence Shelter Renovation
- Waikiki Health - Establishing a Dental Clinic
- Waimanalo Health Center - Goebert Training Center and four agencies that provide public services to low- and moderate-income households:
  - Family Promise Hawaii
  - Helping Hands Hawaii
  - Windward Spouse Abuse Shelter
  - YWCA
- HOPWA
  - Provided rental assistance to an average of 26 persons with HIV/AIDS and their families
  - Assisted an average of 12 units per month with short-term rent, mortgage, and utility payment assistance
  - Extended housing-related supportive services for approximately 190 persons with HIV/AIDS
- Secured \$9.9 million through the CoC programs providing rental assistance to an average of 402 households per month
- Provided support to 12 homeless programs through the ESG Programs

## **ELDERLY AFFAIRS DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

The Elderly Affairs Division (EAD) is the designated Area Agency on Aging (AAA) in Honolulu. Its objectives are to develop a comprehensive and coordinated system of services to assist older persons in leading independent, meaningful, and dignified lives in their own homes and communities for as long as possible. The division serves as the leader on aging issues on behalf of older persons and is responsible for the following functions: advocacy, planning, coordination, inter-agency linkages, information sharing, brokering, monitoring, and evaluation.

EAD provides five core services – caregiver, nutrition, health and wellness, supportive services, and elder rights. In addition, it facilitates evidence-based health promotion services and case management, and serves as an information and referral resource for the elderly and vulnerable in our community.

### **ACCOMPLISHMENTS**

- Provided outreach, information, and referral services via the Information and Assistance (I&A) program to approximately 30,000 people through Satellite City Hall walk-in sites, outreach visits to group dining programs, open markets, senior clubs and housing projects, exhibits at community fairs, home visits during case assessments of frail elders, group presentations, and calls received by the Senior Hotline.
- Provided individualized, language-specific assistance to isolated and disabled older adults and their families.

## **OAHU WORKFORCE INVESTMENT BOARD**



## **POWERS, DUTIES, AND FUNCTIONS**

The Oahu Workforce Investment Board (OWIB) was established by the Federal Workforce Investment Act of 1998 to “consolidate, coordinate, and improve employment, training, literacy and vocational rehabilitation programs in the United States.” With the majority of appointed members from the private business sector, the board designates a consortium of job training and employment organizations as direct providers of service for its system on Oahu, referred to as “Oahu WorkLinks.” Oahu WorkLinks provides federally funded services such as recruitment assistance, employee training, and outplacement services to employers and services such as career guidance, tuition assistance, and training and education programs to job seekers.

## **ACCOMPLISHMENTS**

- The board recruited the University of Hawaii’s Shidler College of Business as a participant in the board’s Eligible Training Provider (ETP) program.
- The board worked with the Hawaii Strategic Development Corporation (HSDC) to support experiential-based activities that bring together entrepreneurs and investors.

## **WORKHAWAII DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

The division’s primary aim is to develop a quality workforce for Honolulu’s businesses, and empower adults and youth to meet the current and future needs of employers.

The division is designated by the OWIB Board as the lead agency for the six Oahu one-stop career centers (also known as American Job Centers). The centers provide services that address the needs of job seekers and businesses.

## **ACCOMPLISHMENTS**

- About 60,000 visits were made to Oahu WorkLinks
- 21,567 job seekers received workforce information and job search assistance
- 11,046 job seekers obtained employment
- Over 920 businesses participated in HireNet Hawaii (a job bank), job fairs, on-the-job training, incumbent worker training, and tax credit programs
- The Hoala Program (provides job preparation services for public assistance recipients and people with disabilities to help them meet work requirements):
  - 1,607 public assistance recipients were served
  - 460 individuals with disabilities were served
- Youth Services Center:
  - YouthBuild Honolulu enrolled 33 new participants; 31 completed and received certificates in pre-apprenticeship construction training.
  - The Juvenile Justice Center provided 749 first-time offenders with counseling services to prevent further involvement in the juvenile justice system, resulting in 75 percent not re-offending.
  - The Be A Jerk Campaign received 835 pledges from adults to not provide alcohol to minors.
  - Ten students at Kaimuki High School received work

experience opportunities in the hospitality industry through the Hookipa Workforce Academy.

- The Creating Employment Opportunities program met its goal with the enrollment of 110 young adults who were previously in the juvenile justice system. To date, 28 participants obtained a high school diploma, 55 participants obtained employment, and five participants enrolled in post-secondary education.
- The LifeSkills Training program provides classroom prevention training in alcohol and tobacco, designed for middle and high school students. Four DOE schools participated in the program resulting in 58 students successfully completing the training.
- The Rent to Work program provided initial rental subsidies to 72 homeless families and individuals, including 86 children. One hundred percent of the families that received rental subsidy assistance are working and completed financial literacy certification.
- The Family Self-Sufficiency Program contracted 26 new families for their five-year Contract of Participation. Twelve graduated by successfully maintaining employment, completing Financial Literacy Certification and all program goals to include educational/vocational and life skills training. Of the 12 families that graduated, nine accumulated total escrow savings of \$86,736.

## **OFFICE OF SPECIAL PROJECTS**

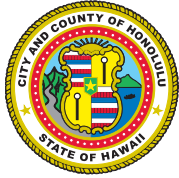
### **POWERS, DUTIES, AND FUNCTIONS**

Administers the city’s Grants in Aid (GIA) fund for the purpose of developing, implementing, and supporting non-profit projects, services, and programs that address community needs consistent with the city’s established priorities to address at-risk populations, including: (i) services to economically and/or socially disadvantaged populations; (ii) services for public benefit in the areas of the arts, culture, economic development and environment; (iii) social services for the poor, aged and youth; (iv) health services, including for those with physical or developmental disabilities; (v) educational, manpower, or training services; and (vi) services to meet a definitive cultural, social, or economic need within the city.

## **ACCOMPLISHMENTS**

- Executed and implemented 52 GIA awards worth \$5.1 million
- Managed 16 awards worth \$2.02 million carried over from FY 2013

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# DEPARTMENT OF THE CORPORATION COUNSEL

Donna Y.L. Leong, Corporation Counsel

Sheryl L. Nicholson, First Deputy Corporation Counsel (July 2013 – May 2014)

Paul S. Aoki, First Deputy Corporation Counsel (June 2014 – present)

## POWERS, DUTIES, AND FUNCTIONS

The Department of the Corporation Counsel (COR) serves as the chief legal adviser and legal representative of all city agencies, the City Council, and all officers and employees of the city in matters relating to their official powers and duties. The department represents the city in all legal proceedings and performs all other legal services required by the Charter or other laws.

The department has two divisions:

1. Counseling and Drafting Division (C&D), including Real Property Tax; and
2. Litigation Division (LIT), including Special Projects Litigation.

Under the Charter, the Ethics Commission is attached to the Department of the Corporation Counsel for administrative purposes only.

## MISSION

The mission of the department is to meet the diverse legal needs of its clients by providing proactive advice and effectively representing and litigating, while maintaining the highest standards of professionalism and ethics.

## COUNSELING AND DRAFTING DIVISION, INCLUDING REAL PROPERTY TAX

The Counseling and Drafting Division comprises five sections: 1) Finance; 2) Infrastructure/Community Service; 3) Land Use; 4) Personnel/Public Safety; and 5) Transportation/Parks.

C&D provides legal advice to the Mayor, the city departments and agencies, the City Council and its committees, and the city boards and commissions. In this advisory capacity, C&D:

- Renders oral and written opinions
- Drafts and reviews bills and resolutions for submission to the City Council or the state legislature, and advances the city's position on legal issues presented in state legislation by drafting and presenting testimony

- Reviews and approves as to form and legality of the legal documents to which the city is a signatory
- Attends meetings of the City Council, the Council committees, and the city boards and commissions
- Provides legal representation on behalf of the city in city and state administrative proceedings and in selected court proceedings, such as real property tax appeals, eminent domain proceedings, quiet title proceedings, partitions of land court property, administrative appeals, foreclosures, bankruptcy actions, interpleader actions for the return of seized property, and other matters as may be assigned

## Statistics

The requests addressed by C&D are categorized in Chart A below by the nature of the requests and assignments, namely: opinion requests, drafting requests, requests for review and approval of legal documents, pre-lawsuit cases, and certain cases filed in the state and federal courts in the State of Hawaii.

In resolving appeals before the State Tax Appeal Court in FY 2014, the Finance Section (Real Property Tax) retained approximately \$31.2 million in total taxes and approximately \$21.5 million above the tax amounts claimed by the appellant taxpayers.

## LITIGATION DIVISION

The Litigation Division provides legal representation of the city in state and federal courts in the State of Hawaii, including the trial and appellate courts. LIT processes and, if necessary, litigates claims by or against the city, including tort, contract, civil rights, employment, and collection claims. LIT prosecutes liquor law violations before the Liquor Commission and advises and represents the Honolulu Police Department with regard to subpoenas duces tecum.

## Statistics

For FY 2014, the number of pre-lawsuit claims, lawsuits, and subpoena duces tecum requests handled by LIT are set forth in Chart B.

CHART A	Outstanding C&D Requests as of 7/1/2013	New Requests Received	Total Opinion Requests Workload	Requests Completed and Closed	Outstanding C&D Requests as of 6/30/2014
Opinion Requests	3,330	1,302	4,632	926	3,706
Drafting Requests <sup>1</sup>	107	203	310	207	103
Requests for review and approval of legal documents	1,084	7,144	8,228	6,998	1,230
Pre-lawsuit cases <sup>2</sup>	243	44	287	64	223
State and Federal Court Cases	1,002	429	1,431	324	1,107

CHART B	Outstanding LIT Requests as of 7/1/2013	New Requests Received	Total Requests Workload	Requests Completed and Closed	Outstanding LIT Requests as of 6/30/2014
Pre-lawsuit Cases <sup>3</sup>	2,041	836	2,877	928	1,949
State and Federal Court Cases	230	124	354	91	263
Subpoena Duces Tecum Requests	146	245	391	245	146

<sup>1</sup>Drafting Requests are requests to drafts bills, resolutions, leases, easements, contracts, affidavits, etc. <sup>2</sup>Adversarial proceedings before administrative bodies.

<sup>3</sup>Claims filed with and handled by the claims investigators.



## ACCOMPLISHMENTS

Given the supportive role of this department within the city's organizational structure, many of the department's accomplishments are reflected in the accomplishments of the Mayor, the City Council, and the various city agencies. This department's key accomplishments for FY 2014 reflect the diversity of its legal practice.

- **HonoluluTraffic.com, et al. v. Federal Transit Administration, et al.** Plaintiffs sought to stop the Honolulu Rail Transit Project by alleging that the Federal Transit Administration (FTA) and the city violated federal law in approving the project. After almost three years of litigation, the U.S. District Court for the District of Hawaii (the "U.S. District Court") and the U.S. Ninth Circuit Court of Appeals ruled in favor of the Defendants.
- **Procurement Protests.** The department defends against many bid protests filed under the State of Hawaii Procurement Code. Notably, the department obtained a favorable ruling from the Hawaii Intermediate Court of Appeals in a challenge to the city's solicitation for paratransit vehicles, thus allowing the city to proceed with the solicitation and award of the contract for new Handi-Van vehicles. The Department also obtained a favorable ruling from the Hawaii Supreme Court, which declined to consider a bid protest to the city's solicitation for a white goods recycling contract.
- **Wastewater Consent Decree.** COR supports the Department of Environmental Services (ENV) and the Department of Design and Construction (DDC) in their ongoing compliance with the terms of the 2010 Global Wastewater Consent Decree that was entered into by the U.S. District Court, the U.S. Environmental Protection Agency, the State of Hawaii Department of Health, and various non-governmental organizations. Among other things, the city is obligated to improve its wastewater collection and treatment systems.
- **Waimanalo Gulch Sanitary Landfill.** COR continues to support ENV's previous expansion of the Waimanalo Gulch Sanitary Landfill by successfully defending against a challenge to the adequacy of the Environmental Impact Statement (EIS) for the project. The Hawaii Circuit Court's decision that the EIS appropriately addressed the entire 200-acre property was affirmed by the Hawaii Intermediate Court of Appeals.
- **Transit-oriented Development.** In connection with the city administration's Transit-oriented Development (TOD) priority, this department has assisted in the nego-

tiation and drafting by the Department of Planning and Permitting (DPP) of a development agreement for the Live, Work, Play Aiea project. The project is located within walking distance to the Pearlridge rail station and is designed to be an integrated mixed-use community that combines residential, retail, commercial, and public spaces in a compact and walkable urban village. The development agreement allows the developer to acquire certain vested rights to develop the property under existing land use regulations. In exchange, the developer will provide certain public improvements and benefits.

## HONOLULU ETHICS COMMISSION<sup>4</sup> POWERS, DUTIES, AND FUNCTIONS

The purpose of the Ethics Commission (Commission) is to ensure that city officers and employees understand and follow the standards of conduct governing their work for the public. The Commission's main focus is to deter conflicts of interest and the misuse of government resources or positions by city personnel. The Commission implements its objectives through a balance of training programs, advisory opinions, enforcement actions and legislation.

The seven Commission members are appointed by the Mayor and confirmed by the City Council. Commissioners serve staggered five-year terms.

## ACCOMPLISHMENTS

### Ethics Training

The Commission staff continued the mandatory ethics training program for all elected officials, managers, supervisors, and board and commission members. Honolulu's mandatory ethics training and retraining program is one of the most ambitious in the United States. More than 9,000 public servants have been trained since the law was enacted in 2001. In FY 2014, the Commission completed ethics training for all 8,500 city officers and employees.

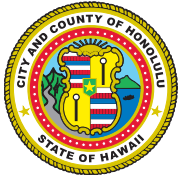
### Advice and Enforcement

For FY 2014, the Commission handled the requests for advice and complaint investigations as reflected in Chart C.

The Commission rendered seven formal advisory opinions, recommending suspensions in two cases, reimbursement to the city in one, a civil fine against a councilmember, and found no violations in two cases. In addition, the Commission examined and restricted the contributions for inaugurations and other political events for the Mayor's position.

CHART C	Outstanding Matters as of 7/1/2013	New Matters Received	Total Workload	Completed and Closed Matters	Outstanding Matters as of 6/30/2014
Requests for Ethics Advice	22	386	408	389	19
Investigations into Misconduct Complaints	35	105	140	101	39

<sup>4</sup>The Commission is attached to the Department of Corporation Counsel for administrative purposes only.



## DEPARTMENT OF CUSTOMER SERVICES

Sheri Kajiwara, Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Customer Services (CSD) consists of three divisions: Motor Vehicle Licensing and Permits, Satellite City Halls, and Public Communications. In addition to administering all of Oahu's motor vehicle registration and titling programs, the department also issues business licenses, provides printing services, manages and archives city records, helps coordinate various city events, and facilitates public communication through its information and complaints branches.

The department also administers the city's animal care and control contracts, including animal pound services, and the affordable spay and neuter certificate program.

### MISSION

The mission of the Department of Customer Services is to meet the needs of the public by providing quality service, interacting by phone, electronically, or in person.

### MOTOR VEHICLE, LICENSING, AND PERMITS DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The Division of Motor Vehicle, Licensing, and Permits (MVL) registers motor vehicles, trailers, bicycles, mopeds, and animals; issues driver's and business licenses, and civil identification cards (State ID); administers the abandoned and derelict vehicle programs; administers and enforces the motor vehicle inspection program; administers the reconstructed vehicle program; implements and administers the general newsstand and Waikiki Special District publication dispensing rack programs; administers the disabled parking placard and identification card program for the City and County of Honolulu; and implements the Motor Vehicle Safety Responsibility Act.

The division is divided into three branches: Motor Vehicle, Driver's License, and Special Services. The licensing administrator, assistant licensing administrator, Office Services Section and Accounting Services Section provide administrative and support services to these branches.

#### ACCOMPLISHMENTS

The MVL, at the administrative level, is responsible for issuing publication rack permits for the Waikiki Special District and sidewalk use permits.

- Issued 1,385 dispensing rack permits for publication dispensing racks in the Waikiki Special District
- Issued 933 sidewalk use permits

### ACCOUNTING SERVICES SECTION

#### POWERS, DUTIES, AND FUNCTIONS

The Accounting Services Section is responsible for the recordkeeping of the division's revenue and disbursements, and accounting for revenues collected from the State Vehicle Weight Tax, State Vehicle Registration Fee, Periodic Motor Vehicle Inspection Fee, Commercial Driver's License Fee, and State ID Issuance Programs.

#### ACCOMPLISHMENTS

- Remitted \$74,537,068 (gross receipts of \$78,374,491, less county expenses of \$3,837,423) to the Department of Transportation
- Processed 1,389 refunds totaling \$235,775

### MOTOR VEHICLE BRANCH

#### POWERS, DUTIES, AND FUNCTIONS

The Motor Vehicle Branch (MVB) registers motor vehicles and trailers, and collects motor vehicle fees. Additionally, the branch processes transactions from motor vehicle dealers and financial institutions, electronic transactions from Electronic Lien and Title (ELT) lienholders, Fleet Dealer Registration (FDR) transactions from new car dealers and U-drive companies, online renewals via the internet, facsimile transactions from the Satellite City Halls (SCH), and all mail transactions.

#### ACCOMPLISHMENTS

- Implemented a print-on-demand system at all Satellite City Hall locations for delivery of printed certificates of registration and decals for vehicle registration renewals. The system increases efficiency in processing, reduces administrative costs, and aims to decrease the number of emblem replacements due to theft.
- Registered 859,564 motor vehicles and trailers
- Issued 19,634 duplicate certificates and 5,299 out-of-state vehicle permits
- Processed 23,740 replacement plates
- Processed 28,063 replacement emblems
- Completed 180,440 ownership transfers
- The MVB administrative unit processed 125,044 online renewals via the internet, and registered 9,052 vehicles through the FDR program.

### DRIVER'S LICENSE BRANCH

#### POWERS, DUTIES, AND FUNCTIONS

The Driver's License Branch is comprised of the Driver's License Section, the Financial Responsibility Section, and the Motor Vehicle Control Section. The Driver's License Section

includes the state-funded Commercial Driver's License (CDL) Unit. The Motor Vehicle Control Section includes the state-funded Periodic Motor Vehicle Inspection (PMVI) Unit.

## **DRIVER'S LICENSE SECTION**

This section tests and issues drivers' licenses to operators of motor vehicles, ranging from mopeds to truck tractors with tandem trailers. It also tests and issues certificates for operators of taxicabs and pedicabs.

### **ACCOMPLISHMENTS**

- Processed 27,107 initial driver's licenses
- Processed 58,110 driver's license renewals
- Processed 37,820 learner's permits
- Processed 36,426 duplicate driver's licenses
- Processed 2,038 taxicab and 1 pedicab operators' certificates
- Processed 55,676 written tests and 285 oral tests in English
- Administered 1,337 driver's license written knowledge examinations in 12 foreign languages, including Chinese, Chuukese, Hawaiian, Ilocano, Japanese, Korean, Marshallese, Samoan, Spanish, Tagalog, Tongan, and Vietnamese
- Processed 52,395 applications for State Identification cards

## **COMMERCIAL DRIVER'S LICENSE UNIT**

This unit administers the CDL written tests, vision tests, and skills tests for Class 4 and CDL vehicles. The skills test includes a vehicle inspection test, a basic control test, and a road test.

### **ACCOMPLISHMENTS**

- Issued 2,600 licenses and permits

## **FINANCIAL RESPONSIBILITY SECTION**

This section enforces the statutory provisions of the Motor Vehicle Safety Responsibility Act, working closely with the State Judiciary to train the judiciary staff on the financial responsibility statutory requirements.

### **ACCOMPLISHMENTS**

- Processed 6,092 safety responsibility cases in FY 2014, affecting 9,089 licensed drivers and 5,049 registered owners of vehicles involved in major traffic accidents
- Issued 3,211 security notices to individuals who were at fault for major traffic accidents, and 1,772 notices to defendants convicted in court of certain serious traffic related offenses
- Processed 1,189 SR-26 certificates, which are insurance companies' notifications of insurance policy cancellations, and refunded 41 cash security deposits totaling \$85,250

## **MOTOR VEHICLE CONTROL SECTION**

This section administers the city's abandoned and derelict vehicle programs, monitors the periodic motor vehicle inspection program, enforces window tinting and reconstructed vehicle laws, ensures compliance with the laws relating to the

operation of taxicabs and pedicabs, investigates complaints against the city's tow contractors, and inspects tow contractors' equipment and facilities for compliance with contractual provisions.

### **ACCOMPLISHMENTS**

- Investigated 16,869 abandoned vehicle complaints
- Issued 2,657 abandoned vehicle citations
- Processed 1,038 unclaimed vehicles for sale at public auction
- Inspected 2,779 reconstructed vehicles
- Inspected 2,727 taxicabs
- Investigated 19 complaints regarding taxicabs
- Investigated 34 complaints regarding tow companies
- Conducted 281 safety inspection/reconstruction permit investigations

## **PERIODIC MOTOR VEHICLE INSPECTION (PMVI) UNIT**

Beginning November 1, 2013, a new computerized vehicle safety inspection program was implemented, creating an efficient and secure method of storing inspection results and vehicle information. Utilizing wireless technology, this program eliminates the paper-based inspection process and also the need for monthly inspection reports from the inspection stations.

### **ACCOMPLISHMENTS**

- Conducted 1,002 inspections of safety inspection stations
- Certified 413 safety inspectors' licenses
- Suspended 10 stations and 11 certified safety inspectors' licenses
- Issued 102 notices of violation

## **SPECIAL SERVICES BRANCH**

This branch is responsible for the registration of bicycles, mopeds, and animals; issuance of county business licenses, loading zone, taxi stand, and bus stop parking permits. The branch is also responsible for inputting information into the Honolulu database for the disabled persons placards and identification card program, and maintaining the application form files.

### **ACCOMPLISHMENTS**

The branch issued 66,494 licenses and permits, including:

- 36,243 bicycle and moped licenses
- 15,927 dog licenses
- 10,365 loading zone permits

## **SATELLITE CITY HALL DIVISION POWERS, DUTIES, AND FUNCTIONS**

The division provides essential services and information for various city and state agencies at 10 storefront offices on the island of Oahu. The offices are located at Ala Moana Center, Fort Street Mall, Hawaii Kai, Kalihi, Kapolei, Pearlridge Center, Pearl Harbor, Wahiawa, Waianae, and Windward City.

The Satellite City Hall offices primarily process motor vehicle registration and titling transactions, and offer an array of

other services to the public, including the collection of water bill and real property tax payments; the sale of monthly bus passes and spay/neuter low-cost certificates; and the issuance of dog, bicycle, and moped licenses. Permits issued by SCH include those for disabled parking, picnics, loading zones, bus stop parking, and fireworks. The offices also issue voter registration and certification forms, and provide information about various city and county programs. Driver's license renewal services are provided at four locations: Fort Street Mall, Hawaii Kai, Pearlridge, and Windward City.

## **ACCOMPLISHMENTS**

- Kapolei SCH relocated to a new area at Kapolei Hale
- AlohaQ, a virtual line queuing system, was installed at the Pearlridge SCH
- Satellite Motor Vehicle Registration Office opened at Joint Base Pearl Harbor-Hickam

## **PUBLIC COMMUNICATIONS DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

The Public Communications Division is comprised of the Complaints and Information Branches, Design and Print Center, and the Municipal Reference Center. As the central office of communications for the city, the division leads city efforts to communicate and coordinate information about city programs, services, policies, and accomplishments to residents, visitors, internal stakeholders, and the media. The division also supports onsite and in-house print, layout, and graphic design services; manages the city's extensive collection of traditional and electronic publications; and oversees the long-term storage of city records.

## **COMPLAINTS BRANCH**

### **ACCOMPLISHMENTS**

- Processed and referred 13,301 complaints received via telephone, online problem reports, the Honolulu 311 smartphone app, email, mailed correspondence, fax, or in person
- Closed 12,736 complaints, averaging more than 1,000 complaints closed per month during FY 2014
- Processed and/or referred approximately 22,500 phone calls for assistance with city services

## **DESIGN AND PRINT CENTER**

- Designed over 1,500 flyers, informational pamphlets, catalogs, newsletters, and signs
- Produced almost eight million digital and offset impressions
- Performed more than 1,000 bindery operations, producing over 6.5 million printed pages

## **INFORMATION BRANCH**

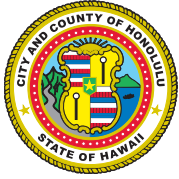
- Responded to 747 requests for proclamations, messages, certificates, photographic support, and event coverage
- Received more than 25,600 calls via the city's information phone lines

- Provided more than 30 hours of video content that was aired on Olelo Community Television, including the first live broadcast of a city event
- Provided event planning and executive support for multiple city-sponsored events
- Produced the City and County of Honolulu Department & Agency Reports for FY 2013

## **MUNICIPAL REFERENCE CENTER**

- Assisted city stakeholders with over 1,600 records management requests
- Conducted more than 5,300 reference center transactions, to include
  - Over 680 reference items checked out and 800 items updated in the online Hawaii CARD Catalog Network
  - Addition of almost 500 items in compliance with the Revised Ordinances of Honolulu (ROH), (1990) §2-21
  - Intake of more than 56,500 microfilm images
- Initiated a reference center sample survey to ascertain customer behavior, expectations, and current and future needs in order to efficiently align services with expectations and requirements

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## DEPARTMENT OF DESIGN AND CONSTRUCTION

Chris T. Takashige, P.E., CCM, Director  
Mark K. Yonamine, P.E., Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Design and Construction (DDC) is the central agency responsible for the planning, design, and construction management of the city's Capital Improvement Program (CIP). DDC administers the planning, development, and implementation of capital improvements for city agencies working in conjunction with city operating departments. DDC projects include development of infrastructure and facilities for wastewater, roads and drainage, parks, fire, police, emergency services, customer services, finance, and planning and permitting. Additionally, DDC performs land survey and land acquisition in support of city agencies.

DDC is efficiently organized to deliver services required to support all city departments and agencies. Each division is structured to include the planning, design, and construction management services necessary to implement client needs. The five divisions are:

- Civil Division
- Facilities Division
- Mechanical/Electrical Division
- Wastewater Division
- Land Division

Each division works with city agencies to identify and program long-term needs and create the annual CIP. As projects are budgeted, the design and construction branches prepare the construction documentation needed to fulfill the client program requirements to bid and contract the facilities for construction.

### MISSION

In consultation with the appropriate client agencies and stakeholders, the department effectively and efficiently manages authorized improvements to the city's public buildings, streets, roads, bridges and walkways, wastewater facilities, parks and recreational facilities, transportation systems, and drainage and flood improvements, and provides technical assistance when required.

### CIVIL DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The Civil Division plans, designs, and constructs CIP-funded projects related to infrastructure of facilities within public rights-of-way, including streets and highways, drainage and flood control systems, bridges, and other public works structures. Responsibilities include project planning, engineering studies, alternative analysis, preparation of environmental documents, processing of permit applications, preparation of Plans, Specifications, and Estimates (PS&E) for construction, and administration of consultant and construction contracts. In addition, the Civil Division oversees the soil/materials testing laboratory.

The Fiscal Year 2014 CIP budget for the civil program was approximately \$163 million, including \$120 million for the Rehabilitation of Streets program. For the Rehabilitation of Streets program, approximately 270 lane-miles of roadway was substantially completed in FY 2014, including King Street (from River Street to Bethel Street), Renton Road (from Kapolei Parkway to Asing Park), and Lilipuna Road (Kamehameha Highway to Kamehameha Highway).

### ACCOMPLISHMENTS

#### Significant Construction Projects Completed in FY 2014

#### Construction Cost

King Street Reconstruction (River Street to Bethel Street) .....	\$5,239,924
Rehabilitation of Streets, Unit 55 (Pearl City Area).....	\$5,590,235
Kapiolani Boulevard Reconstruction (South Street to Ward Avenue).....	\$3,789,172
Renton Road Rehabilitation (Kapolei Parkway to Asing Park).....	\$3,181,680
Kuahea Street Stabilization (upper site) Interim Repair .....	\$1,187,500
Pacific Heights Road Retaining Wall .....	\$1,306,710
Curb Ramps at Various Locations, Oahu, FY 2010 (B).....	\$176,142
Rehabilitation of Localized Streets, Phase 6A (Moiliili/McCully/Makiki).....	\$11,418,151
Seismic Retrofit of Ahaolelo Road Bridge (#401) .....	\$117,101
Bridge Rehabilitation of Nuuanu Avenue Bridge (#251).....	\$506,714
Ulehawa Stream Flood Control Improvements.....	\$306,549
Pupu Street Drain Outfall Improvements .....	\$524,250
Rehabilitation of Streets Unit 69 (Lilipuna Road) .....	\$2,424,000
Seismic Retrofit of Kikowaena Street Bridge (#102)...	\$290,000

The Civil Division, in coordination with its sister agency, the Department of Facility Maintenance (DFM), continues to meet the challenge of making Honolulu a better, safer, and more economically vibrant city. The increased CIP, coupled with new environmental requirements and budget restraints, have created additional challenges for the division.



## FACILITIES DIVISION POWERS, DUTIES, AND FUNCTIONS

The Facilities Division implements CIP projects for other city agencies to upgrade or improve city recreational facilities, refurbish or build major municipal and civic buildings, police stations, fire stations, ambulance units, and city corporation yards; build new park facilities, and rehabilitate and upgrade existing ones; maintain city facilities requiring renovations, alterations, relocations, and emergency repair; and manage overall space planning, moving, and relocation for all city agencies.

### ACCOMPLISHMENTS

#### Significant Construction Projects Completed in FY 2014

#### Construction Cost

Waipio Peninsula Soccer Park Comfort Stations.....	\$1,600,000
Banzai Rock Beach Support Park Phase II.....	\$1,200,000
Kailua Police Station Parking Lot Expansion.....	\$900,000
East Kapolei Fire Station Design Build No. 43.....	\$11,000,000
Kailua Corporation Yard, National Pollutant Discharge Elimination System (NPDES) Improvements.....	\$3,300,000
Hanauma Bay Nature Preserve Rockfall Mitigation Improvements.....	\$1,000,000
Kanewai Community Park Construction of Mitigation Improvements.....	\$3,300,000
Mali Beach Park Parking Lot Expansion Phase 2....	\$1,000,000
Kailua Fire Station Interior Renovations.....	\$1,000,000
Pali Golf Course Re-roofing of Clubhouse and Related Improvements.....	\$600,000
Waiau Fire Station Building Improvements.....	\$500,000
Hawaii Kai Fire Station Building Improvements.....	\$400,000
Kapolei Hale Office Improvement Phase 2.....	\$400,000



Waipio Soccer Complex Comfort Stations

## MECHANICAL/ELECTRICAL DIVISION POWERS, DUTIES, AND FUNCTIONS

The Mechanical/Electrical Division (MED) plans, designs, and manages construction of roadway lighting projects,

electrical and mechanical upgrades to existing facilities, including lighting retrofits and air conditioning upgrades, and develops long-range planning of energy conservation projects with other city agencies and their respective facilities. In addition, MED manages, coordinates, and designs the mechanical and electrical improvement projects in the areas of plumbing, fire sprinklers, air conditioning, underground fuel storage tanks, energy conservation, photovoltaic systems, and indoor electrical, lighting, fire alarm and public address systems.

### ACCOMPLISHMENTS

#### Significant Planning and Design Projects Completed in FY 2014

#### Project Cost

Blaisdell Center Arena Fire Alarm System Improvements.....	\$132,993
Blaisdell Center Exhibition Hall Fire Alarm System Improvements.....	\$104,766
Blaisdell Center Pikake Room Air Conditioning System Improvements.....	\$70,000
Kapolei Corporation Yard Installation of Photovoltaic System.....	\$60,000
Kionaole Road Street Lighting Improvements.....	\$90,000
Police Training Academy Photovoltaic System Study .....	\$50,000
Reconstruction of Street Lights at Queen and Alakea Streets.....	\$80,000

#### Significant Construction Projects Completed in FY 2014

#### Construction Cost

Blaisdell Center Walkway Lighting System Improvements .....	\$83,700
Honolulu Medical Examiner's Office Air Conditioning System Improvements.....	\$814,760
Honolulu Police Department Headquarters Cooling Tower Reconstruction.....	\$1,041,222
Kahuku Police Station Helipad Lighting Improvements.....	\$121,596
Wahiawa Police Station Air Conditioning Improvements .....	\$552,854
Pearl City (Momilani) Street Lighting Improvements.....	\$1,656,738
Pearl City (Momilani) Street Lighting Improvements Phase II.....	\$1,147,740
Anti-crime Street Lighting Improvements Lunalilo Home Road .....	\$2,074,215
St. Louis Heights Street Lighting Improvements.....	\$291,895
St. Louis Heights Street Lighting Improvements Phase II.....	\$494,700
Lanakila District Park Construction of Softball Field Lighting .....	\$423,700
Wilson Community Park Replacement of Ball Field Lighting System .....	\$853,190



Neal S. Blaisdell Center Walkway Lighting System Improvements

## WASTEWATER DIVISION POWERS, DUTIES, AND FUNCTIONS

The Wastewater Division plans, designs, and constructs CIP-funded wastewater-related facilities, including repair and upgrade to the collection and conveyance systems, and wastewater treatment facilities. Responsibilities include project planning, engineering studies, alternative analysis, preparation of environmental documents, land acquisition requests, permit processing, preparation of project design documents, and administration of consultant and construction contracts.

### ACCOMPLISHMENTS

The Wastewater Division plays a vital role, along with the Department of Environmental Services (ENV) to abide by the requirements of the Global Consent Decree (GCD) issued to the city on December 17, 2010. At the completion of the fourth year of reporting to the Environmental Protection Agency (EPA), ending June 30, 2014, all milestones and requirements of the GCD have been met.

#### The Pearl City Emergency Repair Project received the following awards in FY 2014:

- 2013 American Society of Civil Engineers (ASCE) Outstanding Civil Engineering Award - Best Water/Wastewater Environmental project
- 2013 Build Hawaii Award - Award of Excellence
- 2014 Engineering Excellence Award, American Council of Engineering Companies (ACEC) of Hawaii

#### Significant Construction Projects Completed in FY 2014

	Construction Cost
Enchanted Lake Pump Station Upgrade.....	\$2,600,000
Hart Street Pump Station Improvements Phase 1.....	\$1,700,000
Kailua Treatment Plant Tunnel Preparation .....	\$1,500,000
King Street Sewer Reconstruction .....	\$1,300,000
Kunia Pump Station Force Main Emergency Repair....	\$42,000
Lualualei Pump Station Force Main Improvements .....	\$2,500,000

Moanalua Sewer Emergency Rehabilitation.....	\$1,500,000
Moiliili/Kapahulu Sewer Reconstruction.....	\$9,600,000
Sand Island Treatment Plant	
Primary Sludge Stabilization System.....	\$600,000
Waiau Area Sewer Reconstruction.....	\$800,000

The Wastewater Division, in coordination with ENV and the Department of Planning and Permitting (DPP), continues to ensure that our wastewater facilities safely and reliably serve the citizens of the City and County of Honolulu.



Moiliili/Kapahulu Sewer Reconstruction, Date Street

## LAND DIVISION POWERS, DUTIES, AND FUNCTIONS

The Land Division provides land and engineering survey, title search, real property appraisal, negotiation, and document preparation services in connection with the acquisition of lands and easements required for city projects and activities. Acquisitions include various roadways, utility, and access rights-of-way; sites for wastewater collection and treatment facilities; sites for solid waste collection/disposal/transfer activities; and sites required for such public uses as parks and playgrounds, golf courses, police and fire stations, and corporation and bus yards.

### ACCOMPLISHMENTS

The following is an accounting of the number of jobs by departments that were assigned to the Land Division for FY 2014. The jobs included work from all our sections: survey, acquisition, appraisal, document, title search. Each job involved multiple properties, with an average of approximately 20 properties per assignment.

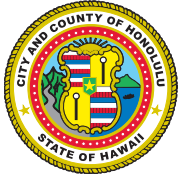
I. Department of Design and Construction.....	395
II. Assignments for Other City Agencies	
A. Board of Water Supply.....	1
B. Department of Budget and Fiscal Services .....	120
C. City Council .....	10
D. Department of Community Services.....	1
E. Corporation Counsel .....	33
F. Department of Customer Services.....	4



G. Department of Environmental Services .....	25
H. Department of Facility Maintenance .....	58
I. Mayor's Office.....	3
J. Department of Parks and Recreation.....	19
K. Department of Planning and Permitting.....	240
L. Department of Transportation Services.....	35
III. Assignments for State of Hawaii Properties .....	35
IV. Dedications by Private Sector .....	165
V. Miscellaneous.....	34

#### **LAND SERVICES SUMMARY OF ACCOMPLISHMENTS**

Parcel and Land Court Maps.....	87
Maps Reviewed.....	25
Number of Parcels.....	130
Descriptions.....	295
Reviewed/Stamped.....	155
Title Searches Checked .....	140
Topographic Maps.....	142
Field Surveys.....	902
Appraisals by Staff.....	405
Fee Parcels.....	45
Easement and Rentals.....	150
Parcels Reviewed .....	30
Park Dedications.....	180
Title Searches .....	1,704
Research Assignments.....	9,670
Abstract Section .....	2,996
Document Section .....	4,905
Negotiations Section .....	569
Survey Section.....	1,200
Negotiations .....	4,508
Parcels Acquired .....	84
Condemnation .....	0
Negotiations.....	47
Dedications.....	37
Request for Eminent Domain Proceedings .....	18
Documents.....	55
Acquisition Documents Processed .....	39
Dedication Documents Recorded.....	16
Correspondence and Miscellaneous Reports.....	5,330



## DEPARTMENT OF EMERGENCY MANAGEMENT

Melvin N. Kaku, Director

Peter J.S. Hirai, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Emergency Management (DEM) is established by Section 128-13, Hawaii Revised Statutes, and Section 6-103, Revised Charter of the City and County of Honolulu. The department is responsible for the following key areas:

1. Implementing public awareness, preparedness, and education programs critical to community-level resiliency
2. Synchronizing response and recovery procedures for public and private sectors
3. Sustaining the city's Emergency Operations Center (EOC) capability by facilitating event tracking, planning, and management
4. All-hazard strategic planning: DEM addresses everything from a risk-based all-hazard approach for both natural and man-caused hazards

### MISSION

The Department of Emergency Management's mission is to plan and prepare for, respond to, and recover from disasters to protect the public's health, safety, and welfare. DEM responds to disasters, major emergencies, and acts of war or terrorism by activating the city's Emergency Operations Center.

### ACCOMPLISHMENTS

DEM responded to, monitored, and supported many emergency and planned events during Fiscal Year 2014. EOC was activated 33 days during FY 2014 (includes full and partial activations).

#### EOC activation occurred for the following major events in FY 2014:

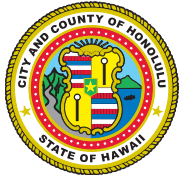
- **2013 Tropical Cyclone Season (June-November 2013):** three named storms entered the Central North Pacific, or Hawaiian waters in 2013; two additional storms originated in Hawaiian waters.
- **Tropical Storm Flossie:** Flossie strengthened to a tropical storm and entered Hawaiian waters on July 27, 2013. Although threatening Hawaii briefly, Flossie weakened prior to arrival and caused minor flooding and high surf on Oahu.
- **2013 Honolulu Marathon and 2014 Pro Bowl:** Due to the Boston Marathon bombing, DEM activated the EOC for the Honolulu Marathon and NFL Pro Bowl. Public-private partnerships, heightened security, and an increased security presence were enacted.
- **Fifty-foot high surf:** City EOC activated in response to several destructive high surf events in January 2014.

- **Chilean Tsunami:** On April 1, 2014, an 8.2 magnitude earthquake with an epicenter off the coast of Chile caused the Pacific Tsunami Warning Center to post a tsunami advisory for Hawaii, which necessitated an EOC activation and evacuating the waters and immediate coastlines of Oahu.

#### Other significant achievements in FY 2014:

- Public education programs supported more than 100 outreach events that focused on emergency preparedness messaging to the public.
- Increased the involvement of volunteer community-based emergency preparedness committees
- Coordinated Tsunami Awareness Month activities in April 2014
- Utilized social media to provide emergency public information
- Conducted 13 CERT classes with more than 250 graduates from various parts of the island
- Installed five new outdoor warning sirens to provide early warning for disasters
- Coordinated hurricane exercise Makani Pahili 2014; over 1,800 people participated in multiple exercises at multiple jurisdictions
- Conducted multiple hazardous materials (HAZMAT) safety awareness activities with public agencies, private industry, and citizens to enhance preparedness
- Sponsored individual and team technical HAZMAT training

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## HONOLULU EMERGENCY SERVICES DEPARTMENT

Mark K. Rigg, Director  
Ian T.T. Santee, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Honolulu Emergency Services Department (HESD) is comprised of the Emergency Medical Services Division (EMS), Ocean Safety and Lifeguard Services Division, and the Health Services Branch. The department is responsible for the efficient, effective, and economical operation of the pre-hospital emergency medical care and advanced life support emergency ambulance service on Oahu; a comprehensive ocean safety program, to include lifeguard services such as patrol and rescue activities, and emergency response to medical cases on the beach and near shore waters; injury prevention, public education, disaster planning activities in coordination with other local, state, federal, and private organizations; and physical and medical evaluations for personnel as required for their positions or maintenance of licensure or physical fitness standards.

### EMERGENCY MEDICAL SERVICES DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The State Department of Health (SDOH) contracts with the city to provide emergency medical services on Oahu.

There are a total of 20 ambulance units and two Rapid Response Units on Oahu. All are Advanced Life Support ambulances and the Rapid Response Units are staffed with one Mobile Emergency Care Specialist (paramedic). A paramedic is trained and authorized to perform invasive techniques under medical supervision and standing orders. In addition to the field ambulance units, the EMS Division has five support elements: Communications, Specialty Services, Equipment, Supplies, and Vehicle Maintenance.

HESD provides training for outside emergency providers, including:

- Continuing Medical Education
- Clinical training partnership with Kapiolani Community College
- Clinical training for the Honolulu Fire Department and Honolulu Police Department
- Mobile Emergency Care Specialist Training Program

#### ACCOMPLISHMENTS

- EMS Communications Center received more than 95,000 emergency 911 calls from the public, resulting in 82,000 ambulance responses, and 52,500 patients transported to an emergency facility
- EMS worked cooperatively to provide optimal responses to medical emergencies through a first responder co-response agreement with the Honolulu Fire Department, and the Ocean Safety and Lifeguard Service Division. Military response agencies also work cooperatively with EMS

- Produced six public service announcements for public safety, covering issues such as crosswalk safety, child abuse prevention, ocean safety, and reminding drivers to move to the side of the road for emergency response vehicles
- Participated in dozens of school presentations and public safety awareness events
- Coordinated with multiple agencies to provide extensive medical support for the Honolulu Marathon, 4<sup>th</sup> of July festivities at Ala Moana Beach Park, and the 2014 Pro Bowl

### OCEAN SAFETY AND LIFEGUARD SERVICES DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The Ocean Safety and Lifeguard Services Division runs a comprehensive operation along the 198 miles of Oahu's coastline. The services performed by city lifeguards include ocean rescues, emergency medical treatment, mobile patrol and response, and educational/prevention strategies directed toward the 18 million beach users on Oahu every year.

#### ACCOMPLISHMENTS

In FY 2014, Ocean Safety made thousands of rescues and took tens of thousands of preventative actions, which included verbal warnings utilizing public announcement system and warning signs.

### HEALTH SERVICES BRANCH

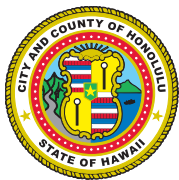
#### POWERS, DUTIES, AND FUNCTIONS

Health Services performs pre-employment screening and physical examinations for prospective city employees. Periodic physical examinations are also conducted specific to job requirements, with special attention given to providing health promotion and disease prevention counseling to city employees. Department of Transportation (DOT) medical certification is provided to the city's commercial drivers and operators of crane and hoist equipment. Examinations are mandated under the Hawaii Occupations Safety and Health (HIOSH) regulations and are conducted to support departmental hearing conservation, respiratory protection, and bloodborne pathogen programs.

Health Services provides a critical service in administering the city's various controlled substance testing policies, in particular the city's pre-employment drug screening policy. Medical Review Officer (MRO) assessment is provided for pre-employment testing for the Honolulu Police Department's and the Honolulu Fire Department's random testing. The MRO also assesses urine drug screens of candidates of the Department of Parks and Recreation's Summer Fun Program.

## ACCOMPLISHMENTS

- Physician and Physician Assistant were certified as DOT medical examiners by the National Registry of Certified Medical Examiners to perform DOT physicals in accordance with federal regulations
- Upgraded hearing booth to improve employee comfort
- Laboratory passed annual inspection, and passed CLIA license inspection by SDOH
- Started emailing notification letters to employees for efficient, cost-effective, and environmentally friendly processing
- Upgraded EKG software
- Installed new device and software for Pulmonary Function Testing
- Received AED unit and training
- DUI program blood draws up 54 percent from last year



## DEPARTMENT OF ENTERPRISE SERVICES

Gerald H. Saito, Director  
Tracy S. Kubota, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center (Blaisdell Center), the Waikiki Shell, the Honolulu Zoo, and six municipal golf courses. DES also coordinates the preparation, administration, and enforcement of City and County of Honolulu concession contracts. DES is the only city department whose operating budget is primarily funded by public events and activities.

DES is comprised of five program areas: Administration, Building Services Division, Customer Services Division, Golf Course Division, and the Honolulu Zoo Division. DES Administration directs and coordinates programs and operations of its four divisions, and manages all citywide concession contracts. DES Administration also provides staff and clerical support services in personnel, budget, and organizational management for the entire department.

### MISSION

The mission of DES is to manage and market a diversity of community-oriented facilities and services for the use and benefit of the public, offering cultural, recreational, and educational opportunities and events on a self-supporting basis.

### ACCOMPLISHMENTS

DES encourages efficiency and operational cost-savings by focusing on obtaining necessary resources, filling essential positions, and repairing and replacing aging facilities and obsolete equipment. As part of its ongoing strategy, department fees and rates are reviewed periodically, and any revenue enhancement proposals are carefully analyzed. DES continues to increase the effectiveness and efficiency of departmentwide operations and improve customer service. Finally, DES continues to aggressively market its facilities and services as well as promote work-related safety.

REVENUES	FY 2014
Concessions, Various Other Concessions .....	\$3,223,453
Auditoriums, Rentals, Services, and Event Concessions.....	\$6,175,852
Golf Course Green Fees, Cart Rental, Food Concession, etc.....	\$9,652,571
Honolulu Zoo Admission, Food Concession, etc.....	\$4,759,917
<b>Total Revenues</b>	<b>\$23,811,793</b>

EXPENDITURES	FY 2014
Administration .....	\$724,172
Building Services .....	\$3,947,345
Customer Service .....	\$1,729,970
Golf Courses .....	\$9,031,353
Honolulu Zoo .....	\$5,421,805
<b>Total Expenditures</b>	<b>\$20,854,644</b>

### CONCESSIONS MANAGEMENT

#### POWERS, DUTIES, AND FUNCTIONS

Concessions Management is led by the concessions contracts specialist, whose function is to plan, develop, and implement a citywide concessions contract program. The program involves the proposal, evaluation, development, and administration of commercial concessions contracts that provide a variety of services on city property.

Concessions is responsible for identifying prospective city properties for commercial concessionaire operations and conducting comprehensive studies, which include preparing analytical reports on the feasibility and recommendation to operate commercial concessions on such properties. Concession-related activities maintained strict enforcement of all concessions with support from Budget and Fiscal Services Purchasing Division and Corporation Counsel to ensure compliance with contract terms and conditions.

#### ACCOMPLISHMENTS

- Concession agreements awarded in FY 2014 include the Ted Makalena Golf Course pro shop, the Waikiki Beach food concession, the Ala Wai Driving Range and pro shop, and the pouring rights agreement.
- DES prepared bid proposals to be solicited in FY 2015 for the Hanauma Bay snorkel concession, Honolulu Zoo parking lot, lunchwagons for Haleiwa and Waimea Beach Parks, the Koko Head Stables, the Ted Makalena Golf Course pro shop, the Pali Golf Course pro shop, and food concessions for the Blaisdell Center, the Honolulu Zoo, the Ala Wai Golf Course, and Waikiki Beach.

### BUILDING SERVICES DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The Building Services Division is comprised of Trades and Maintenance/Set-Up sections. It is the function of the division to provide facilities support to the Blaisdell Center, the Waikiki Shell, the Honolulu Zoo, six municipal golf courses, and designated city concessions. The Trades section consists of air conditioning, electrical, plumbing, painting, sound, stage lighting, and small engine repair technicians. The Maintenance/Set-Up section crews provide groundskeeping, event set-up, custodial services, and maintenance for the Blaisdell Center and the Waikiki Shell, and supplies general maintenance support for other facilities managed by DES.

#### ACCOMPLISHMENTS

- The Building Services Division improved the functionality and appearance of various DES supported facilities during Fiscal Year 2014.
- The Maintenance/Set-Up sections supported over 480 different events and completed 100 percent of work orders

requested at the Blaisdell Center's 440,000 square feet campus and the Waikiki Shell's seven-acre site.

- The staff attended safety training for occupational safety and health administration topics, hazardous materials, and other safety measures, including Spill Prevention and Containment and Best Management Practices (storm water management) training. Critical staff participated in the Makani Pahili 2014 hurricane exercise.
- The Trades section completed more than 533 maintenance and repair tasks. These tasks included painting several areas at the Blaisdell Center, city golf courses, the Honolulu Zoo, and the Waikiki Shell, several parking lot paint striping projects, electrical and plumbing installations and repairs, and lighting retrofits to reduce energy consumption.

## **CUSTOMER SERVICES DIVISION POWERS, DUTIES, AND FUNCTIONS**

The Customer Services Division manages the business and patron operations of the Blaisdell Center and the Waikiki Shell. It seeks out extensive and varied entertainment choices for the people of Honolulu while maximizing revenues generated to support operations at the Blaisdell Center and the Waikiki Shell.

Customer Services comprises three sections: Sales and Marketing, Productions, and Box Office. Sales and Marketing is responsible for scheduling bookings for the Blaisdell Center and the Waikiki Shell. Productions is responsible for producing shows, working with event management teams from around the world, and providing residents and visitors with top-level performances in a comfortable and safe environment. Productions staff also manages the event food, parking, valet service, and novelty concessions. The Box Office manages the sale of all admission tickets to events at the Blaisdell Center and the Waikiki Shell.

## **ACCOMPLISHMENTS**

- The Blaisdell Center celebrated its 50<sup>th</sup> anniversary the same way it opened in 1964, with the reunion of Tom Moffatt and The Beach Boys.
- During FY 2014, the Waikiki Shell was booked 41 days, Blaisdell Center's Arena booked 132 days, the Concert Hall rented 245 days, the Exhibition Hall booked 223 days, and the meeting rooms utilized 843 times.
- Major concerts and events included three sold out Bruno Mars concerts; Bill O'Reilly/Dennis Miller; Boz Scaggs; The Cure; Dave Chappelle; Earth, Wind & Fire; Florida/Georgia Line; Gabriel Iglesias; Katt Williams; Kendrick Lamar; Matchbox Twenty; Steve Aoki; Theresa Caputo; Tony Bennett; and Bob Dylan.
- Hawaii performers included the Hawaii Symphony Orchestra's Masterworks season, Hawaii Opera Theater's three compositions, the Hawaii Youth Symphony's winter and spring concerts, and the Hawaii Ballet.
- Sporting events hosted in the Arena consisted of high school state basketball and wrestling championships, college basketball and volleyball, and mixed martial arts events.
- The Lion King returned for its second run in Hawaii.

## **GOLF COURSE DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

The Golf Course Division operates and maintains five 18-hole courses (Ala Wai, Pali, Ted Makalena, West Loch, and Ewa Villages) and one nine-hole golf course (Kahuku). Golf tournaments, club play, and daily reservations are scheduled via the automated tee time system. Golf courses are evaluated for quality of playing conditions and facilities. Food concessions, along with pro shops and a driving range, are monitored at various courses.

In its 18<sup>th</sup> year of operations, the automated tee time system provides fair and equitable access to all golfers. More than 113,000 registered golfers are enrolled in the database. Registration and photo identification cards are issued bi-weekly at Ala Wai, Pali, and Ted Makalena golf courses.

## **ACCOMPLISHMENTS**

- More than 2,400 golf ID cards were issued
- 581 golf gift cards were sold
- More than 1,700 replacement golf ID cards were issued
- FY 2014 is the final year of a planned three-year fee increase. Total rounds played were 416,356, which is a slight decrease from the previous year. Green fees and cart rental fees also saw a slight decrease with revenues of \$9.1 million, down from \$9.2 million in the previous year.

## **HONOLULU ZOO DIVISION**

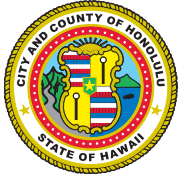
### **POWERS, DUTIES, AND FUNCTIONS**

The Honolulu Zoo (Zoo) is a beautifully landscaped 42-acre zoological and botanical garden located within Kapiolani Park, just steps away from Waikiki Beach. The Zoo provides residents and visitors to the islands opportunities to enjoy and learn about tropical fauna and flora. Honolulu Zoo emphasizes Pacific tropical island ecosystems and our traditional values of *malama* (caring) and *hookipa* (hospitality).

## **ACCOMPLISHMENTS**

- In FY 2014, the Honolulu Zoo continued to address concerns and conservation issues in order to prepare for the next accreditation with the Association of Zoos and Aquariums (AZA), including:
  - Upgrades to the Komodo dragon holding area and siamang-gibbon exhibits.
  - Design of a new reptile complex was completed which will house a variety of reptiles, amphibians, and other animals.
- On June 22, the Zoo hosted its first annual Conservation Fest.
- Hosted more than 606,000 visitors in FY 2014.
- The Zoo's Facebook page has accumulated more than 11,000 followers and continues to grow.
- The city sponsored a Bike to the Zoo Day on May 18, which provided bicyclers free admission to the Zoo.





## DEPARTMENT OF ENVIRONMENTAL SERVICES

Lori M.K. Kahikina, P.E., Director  
Timothy A. Houghton, Deputy Director  
Ross S. Tanimoto, P.E., Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Environmental Services (ENV) is responsible for the city's wastewater, storm water, and solid waste disposal services. The department operates and maintains sewer lines, treatment plants, wastewater pump stations, landfills, refuse/recycling pickup, cesspool pumping, and storm water permit programs. ENV encompasses the following divisions: Administrative Support, Refuse, Wastewater Treatment and Disposal, Collection System Maintenance, and Environmental Quality.

### MISSION

The mission of ENV is to protect public health and the environment by efficiently and effectively managing the wastewater, storm water, and solid waste systems of the City and County of Honolulu.

### ADMINISTRATIVE SUPPORT

#### POWERS, DUTIES, AND FUNCTIONS

The director and her staff oversee ENV's divisions and are responsible for managing Capital Improvement Projects (CIP), bonds, personnel, research, expansion, labor relations and safety, personnel and training, program and computer support, customer service, and investigators.

### ACCOMPLISHMENTS

- **Work and Asset Management (WAM).** C2HERPS Interface successfully implemented. The interface eliminates double-entry and helps ensure costs are rolled up to the respective assets.
- **Operator 10 Upgrade.** Testing of version 10 of Operator 10 continued. Monitoring and Compliance will start submitting electronic Discharge Monitoring Reports (NetDMR) early Fiscal Year 2015.
- **End User Computer Training.** ENV continues to offer formal classroom training to end users needing to learn and apply the basics of computer operations. Fifteen employees received training in FY 2014. The curriculum is being revised to reflect new operating system and Office suite. Additionally, WAM power users received three weeks of training from the Oracle functional architect.
- **Personal Computer (PC) Upgrade/Replacement.** A total of 163 PCs/laptops were upgraded and 188 older machines replaced. Approximately \$98,000 was saved by performing in-place upgrades. All Windows XP/Office 2003 machines are scheduled to be upgraded or replaced in early FY 2015.
- **Geographic Information System (GIS).** Phase 2 of the web mapping (WetSL) enhancements was initiated. This

will give advanced users more query, analysis, and printing capabilities with the online version of ENV's Sewer Map.

- **Hydraulic Modeling Software upgrade.** InfoWorks Collection System (CS) was upgraded to InfoWorks Integrated Catchment Modeling (ICM) and InfoMaster to address multiple needs for the city. City staff maintains the hydraulic model and the software purchase added needed capacity (ICM Build Model Only) and usability (upgrade from CS to ICM). The InfoMaster software will assist in the CIP process by allowing users to make more informed and cost-effective decisions.
- **Networking.** Laie Water Reclamation Facility, Ala Moana Pump Station, and Waimanalo Wastewater Treatment Plant (WWTP) were connected to the city's fiber-optic network.

### REFUSE DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The division oversees collection, disposal, and management of Municipal Solid Waste (MSW), including islandwide recycling, municipal landfills and H-POWER, the city's waste-to-energy plant.

### ACCOMPLISHMENTS

- More than \$65.6 million in electrical sales from H-POWER to HECO.
- H-POWER earned Gold Award for Waste-to-Energy Facility of the Year by Solid Waste Association of North America.
- Inspectors issued 304 Notices of Violation (NOV) for illegal bulky items, with a 90 percent compliance rate, and 30 NOVs escalated to Notices of Order (NOO) where fines were imposed.

### DIVISION OF WASTEWATER TREATMENT AND DISPOSAL

#### POWERS, DUTIES, AND FUNCTIONS

The division operates nine wastewater treatment plants, including three injection well facilities and the pretreatment facilities on the island of Oahu. The municipal facilities treat approximately 105 million gallons of wastewater daily. In addition, the city jointly administers, conveys and/or treats wastewater from a number of state, private, and military wastewater systems.

### ACCOMPLISHMENTS

- Received the National Association of Clean Water Agencies' (NACWA) Peak Performance Awards: Gold (Wahianae WWTP, Waianae WWTP, Honouliuli WWTP); Silver (Kailua Regional Wastewater Treatment Plant [RWWT])



## WASTEWATER TREATMENT PLANT FLOW CHART FY 2014

Treatment Plant	Millions Gallons Treated (MGD)	Avg. MGD
Honouliuli	9297.60	25.47
Kahuku	67.99	0.18
Kailua	4270.42	11.69
Laie	160.60	0.44
Paalaa Kai	33.19	0.09
Sand Island	22605.00	61.93
Wahiawa	599.72	1.64
Waianae	1254.40	3.43
Waimanalo	208.71	0.57
<b>Totals</b>	<b>38,497.69</b>	<b>105.47</b>

### DIVISION OF COLLECTION SYSTEM MAINTENANCE

#### POWERS, DUTIES, AND FUNCTIONS

The division oversees and maintains 2,100 miles of the gravity sewer system and numerous pump stations and respective force mains around the island.

### DIVISION OF ENVIRONMENTAL QUALITY POWERS, DUTIES, AND FUNCTIONS

The division oversees pretreatment, storm water, air, wastewater, and receiving water quality, and provides monitoring, analyses, and compliance with state and federal regulatory agencies. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the sewer system. Commercial industrial dischargers into the sewer system must be approved by the Regulatory Control (RC) Branch.

#### ACCOMPLISHMENTS

- Issued 663 Industrial Wastewater Discharge Permits
- Performed 66 project reviews on building permits to install grease removal devices
- Issued 287 Wastewater Discharge Order notices, 28 Letters of Order and 8 NOV
- Distributed 2,167 dry tons of biosolid pellets from Sand Island WWTP, Synagro
- Conducted 304 investigations, issued 18 Letters of Warning, 89 NOV, and 4 NOO
- Water Quality Laboratory performed 73,843 analyses on 40,759 samples

#### Wastewater Revenues FY 2014 (Estimates)

Sewer Service Charges.....	\$384,473,671
WW System Facility Charges .....	\$5,491,309
Other Revenue.....	\$6,121,073
Total Wastewater Revenue .....	\$396,086,053

#### 2010 Wastewater Consent Decree Update

On December 17, 2010, a Global Consent Decree, subsequently amended, was entered among the city, the United States Environmental Protection Agency, the Hawaii Department of Health, and several non-governmental organizations. The consent decree outlines a program of improvements to the wastewater collection and treatment systems on the island of Oahu. Highlights of work completed or started in FY 2014 include:

- CIP Projects: Lualualei Dry Parallel Force Main (FM), Enchanted Lake Pump Station Upgrade, Ala Moana Sewer Rehabilitation, Waikiki Sewer Rehabilitation, Waimanalo Sewer Rehabilitation, Cathodic Protection of Ala Moana and Pearl City FMs, and Kaneohe-Kailua Sewer Tunnel groundbreaking
- 585 total miles cleaned, of which 433 miles were unique gravity main sewer pipes
- Repaired or rehabilitated 16 sewer miles

#### ENV Capital Improvement Projects

Below is a list of ENV-only construction projects. The Department of Design and Construction (DDC) provides a complete list of all city construction projects, including other ENV construction projects.

#### Wastewater Treatment and Disposal Division Projects

Kailua Regional Wastewater Treatment Plant (RWWTP)	
Re-roof Operators Building (completed).....	\$45,000
Waianae WWTP Re-roof Primary Clarifier, Lab, and Pump Station Buildings (completed).....	\$286,000
Energy Savings Performance Contract for Kailua RWWTP (ongoing).....	\$6,054,178

#### Environmental Quality Division Projects

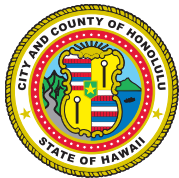
Honolulu Fire Department Waipahu Vehicle Maintenance Facility, National Pollution Discharge Elimination System (NPDES) Improvement (ongoing).....	\$1,430,405
Honolulu Police Department Kalihi Station NPDES Improvements (ongoing).....	\$848,905
Storm Drainage Best Management Practices (BMP) in the vicinity of Kaelepulu Pond – Kamahale Ditch (ongoing).....	\$392,920
Storm Drainage BMP in the vicinity of Kaelepulu Pond – Catch Basin Improvements (ongoing).....	\$205,205
Salt Lake Hydrodynamic Separator and Inlet Screening Devices (ongoing).....	\$730,950

#### Collection System Maintenance Division Projects

Rehabilitation of Sewer Lines on Oahu (ongoing).....	\$163,674
CCTV Inspection Services, Area A (completed).....	\$1,295,627
CCTV Inspection Services, Area B (completed).....	\$297,457
Rehabilitation of Sewer Lines on Oahu (ongoing).....	\$13,371,256
Wastewater Pump Station Electrical and Supervisory Control and Data Acquisition (SCADA) Improvements (ongoing) .....	\$15,042,950
Sewer Manhole Hydraulic Improvements (ongoing).....	\$2,540,000

#### Refuse Division Projects

Solid Waste-to-Energy Facility H-POWER Expansion (substantially complete) .....	\$332,100,000
Solid Waste-to-Energy Facility H-POWER Refurbishment (ongoing).....	\$21,972,702
Solid Waste-to-Energy Facility Improvements (ongoing).....	\$100,000
Refuse Facilities Improvements at Various Locations (ongoing).....	\$1,350,000
Waipahu Incinerator Site Closure (ongoing) .....	\$853,289
Oahu Secondary Landfill Site Selection Study (ongoing).....	\$1,300,000



## DEPARTMENT OF FACILITY MAINTENANCE

Ross S. Sasamura, P.E., Director and Chief Engineer  
Eduardo P. Manglallan, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Facility Maintenance (DFM) administers the city's repair and maintenance programs for roads, bridges, streams, flood control systems, traffic signs, buildings, and office facilities. The department also administers maintenance and repair programs for many city vehicles and heavy equipment, and is responsible for mechanical, electrical, and electronic equipment and facilities for parks, street lights, and communication centers. Additionally, DFM provides property management and parking garage management, employee parking services, security, interdepartmental mail services, and provides heavy vehicle and equipment training support to city agencies.

Three major divisions comprise the department: Automotive Equipment Service (AES), Public Building and Electrical Maintenance (PBEM), and Road Maintenance (DRM). The Office of the Director and Chief Engineer directs and oversees programs and services. It also oversees garage management and property management activities for seven public garages, two metered public garages, six municipal surface parking lots, twelve residential properties, and one commercial property.

### MISSION

The mission of DFM is to provide efficient, effective, accountable, and progressive management of its fiscal and functional responsibilities, focusing on the well-being of the communities (public, other departments, and employees) it serves.

### DIVISION OF AUTOMOTIVE EQUIPMENT SERVICE

#### POWERS, DUTIES, AND FUNCTIONS

The Division of Automotive Equipment Service (AES) plans, directs, coordinates, and administers all programs and activities associated with the maintenance and repair of the automotive, heavy vehicle, and construction equipment fleets of most city departments and agencies (with the exception of the Honolulu Fire Department, Honolulu Police Department, Board of Water Supply, and Honolulu Authority for Rapid Transportation). It also prepares plans and specifications for the purchase of new vehicles and equipment. The division has the following vehicles/equipment under its jurisdiction: 1,646 on-road/highway vehicles; 349 off-road/non-highway equipment; and 289 miscellaneous equipment (e.g., trailers, forklifts, compressors, generators, etc.) for a total of 2,284 pieces.

The division is organized into four main areas: Administration, Storekeeping, Service and Lubrication, and Repair and Maintenance.

### ACCOMPLISHMENTS

- In an effort to reduce the environmental impact of its vehicle fleet, the city worked to replace older vehicles and

sought to purchase more fuel efficient vehicles for the motorpool fleet, and is increasing its use of alternative fuels such as biodiesel, propane, and ethanol blended gasoline. Continued phase-in of alternative fuel vehicles strengthens the city's commitment to reducing harmful emissions to the environment and dependence on fossil fuels.

- The division continued to monitor recent developments with regard to electric and hybrid vehicles, and is currently incorporating these types of vehicles into the fleet. A total of 91 various vehicles and pieces of equipment were replaced in FY 2014.
- A project to replace the transformer and to install a new 350 kW emergency generator for Building D at the Halawa Corporation Yard began in February 2014. This project will ensure that the maintenance facility is able to operate during power outages. The project is scheduled for completion in November 2014.

### PUBLIC BUILDING AND ELECTRICAL MAINTENANCE DIVISION

#### POWERS, DUTIES, AND FUNCTIONS

The Public Building and Electrical Maintenance (PBEM) division repairs, maintains, and renovates public buildings and appurtenance structures, including street, park, mall, outdoor and other city lighting and electrical facilities, as well as communication facilities on Oahu that are under the jurisdiction of the department. The division provides daily custodial and utility services for a number of these facilities. PBEM also manages city employee parking, motor pool, and security services at various city facilities.

The division is organized into three branches and one operations section: Repair and Maintenance, Traffic Electrical Maintenance Services (TEMS), Custodial and Utility Services, and Security and Employee Parking Operations.

### ACCOMPLISHMENTS

- PBEM installed LED street lights in Manoa, Kahala, Nuuanu, and Mililani Mauka as part of a pilot project.
- The Repair and Maintenance Branch completed 4,405 work orders for carpentry, plumbing, masonry, painting, mechanical, electrical, and air-conditioning repairs and renovations.
- The TEMS branch maintained 51,700 street lights by replacing 10,813 defective or burned-out street light lamps; 3,802 photo-electric controls; and 1,339 luminaries.
- The TEMS branch completed 632 joint-pole changeovers and 501 work orders for repair and maintenance work related to indoor and outdoor lighting at various parks, recreation centers, and botanical gardens, at Hanauma Bay, the Honolulu Zoo, and the Neal S. Blaisdell Center.

## **DIVISION OF ROAD MAINTENANCE**

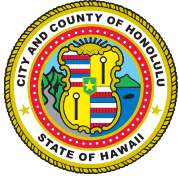
### **POWERS, DUTIES, AND FUNCTIONS**

The Division of Road Maintenance (DRM) maintains city streets and municipal parking lots under the jurisdiction of the City and County of Honolulu and provides maintenance to private roads in accordance with city ordinances. DRM also maintains city streams and other drainage facilities throughout the island of Oahu, and enforces the maintenance of privately owned streams. DRM also enforces the Stored Property and Sidewalk Nuisance ordinances to address illegally stored items on city property. DRM provides assistance to the Department of Environmental Services Refuse Division in supervising refuse collection operations in the Laie, Waialua, and Wahiawa districts. DRM also performs emergency work to address roadway and roadside debris from weather events and natural disasters. In addition, DRM assists other city agencies in special situations and emergencies where heavy equipment or labor resources are needed.

The division operates from 11 corporation baseyards. Four baseyards (Honolulu, Sand Island, Auahi Street, and College Walk) service the Honolulu district. Rural baseyards are located in the districts of Kailua, Kaneohe, Pearl City, Laie, Waialua, Wahiawa, and Waianae.

### **ACCOMPLISHMENTS**

- DRM crews resurfaced four lane miles of roadways and patched 39,951 potholes.
- 31,315 curb miles were mechanically swept, and storm drain cleaning met the National Pollution Discharge Elimination System (NPDES) permit requirements.
- DRM continued implementation of the pavement preservation program designed to apply cost-effective treatments (such as slurry seal coatings, crack sealing, and other less costly maintenance techniques) to prolong roadway life and reduce the rate of roadway deterioration.
- DRM implemented its first Indefinite Delivery/Indefinite Quantity (IDIQ) Pavement Preservation construction contract involving slurry seal in the Village Park and Waipahu areas.
- DRM initiated its first *Malama O Ka Aina* volunteer adoption program to clean up the Pearl Harbor Historic Trail through coordination with Councilmember Breene Harimoto and Aiea Intermediate School, and continued to support the Adopt-A-Stream, Adopt-A-Block, and Safe Sidewalk volunteer programs.
- DRM continued to enforce Stored Property and Sidewalk Nuisance Ordinances, and participated with HPD and property owners in addressing improperly stored personal property in the Waikiki area.



## HONOLULU FIRE DEPARTMENT

Manuel P. Neves, Fire Chief

Lionel E. Camara, Jr., Deputy Fire Chief

### POWERS, DUTIES, AND FUNCTIONS

The Revised Charter of the City and County of Honolulu designates the Honolulu Fire Department (HFD) as the fire protection agency for the city. The HFD's responsibilities are to provide fire fighting, rescue, emergency medical, and hazardous materials (HM) response for the entire island of Oahu. These duties are performed in a wide variety of terrain that include steep mountain ranges, wildlands, and agricultural fields; structures which comprise a modern metropolitan city, including industrial complexes, business centers, government complexes, high-rise resorts, condominiums, and high-density urban residential dwellings; and the ocean surrounding the island.

The Fire Chief and the Deputy Fire Chief manage the operation and administration of the HFD and are responsible for carrying out the functions mandated by the Revised Charter of the City and County of Honolulu, 2000 Edition.

The department performs fire fighting and rescue work in order to save lives, property, and the environment; responds to emergencies arising on hazardous terrain and on the sea and HM incidents; provides emergency medical care; trains, equips, maintains, and supervises a force of fire fighting and rescue personnel; monitors the construction and occupancy standards of buildings for the purposes of fire prevention; and provides educational programs related to fire prevention.

The HFD consists of 1,127 uniformed personnel and 65 civilians totaling 1,192 employees. Personnel are organized into four divisions: Administrative Services Bureau, Fire Operations, Planning and Development, and Support Services.

The department maintains a modern and technologically advanced force of fire fighting and rescue personnel and equipment through its various activities administered by qualified, professional leadership. The department continues to develop and conduct various programs, such as reliable and efficient communication systems; fire apparatus maintenance and repair; training and research; and a coordinated city radio system.

### MISSION

The HFD shall provide for a safer community through prevention, preparedness, and effective emergency response.

### ADMINISTRATIVE SERVICES BUREAU

#### POWERS, DUTIES, AND FUNCTIONS

The Administrative Services Bureau (ASB) provides administrative, personnel, logistical, and maintenance support to the fire suppression force. The ASB oversees the HFD's operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the Drug and Alcohol and Infectious Disease programs.

The HFD's Capital Improvement Program and Community Development Block Grant funds are also under the purview of this bureau.

### ACCOMPLISHMENTS

- In January 2014, the HFD issued a Notice to Proceed to Kovatch Mobile Equipment for the construction of one aerial and five engine apparatuses. Delivery of the apparatuses is anticipated in 2015.
- In May 2014, the HFD and the Department of Budget and Fiscal Services' Purchasing Division created a Personal Protective Equipment Master Agreement (MA). Other counties were invited to participate in the MA, which resulted in volume pricing, thereby obtaining the best value for the city's funds.
- During the week of June 2, 2014, a Physical Ability Test (PAT) was administered to 81 Fire Fighter Recruit (FFR) candidates, of which 65 passed. The PAT, along with swim, dive, and aerial ladder climb events, comprise the physical aspect of the HFD's entry requirement for FFRs.
- In 2014, the HFD received seven Pierce Arrow XT engine apparatuses, which are low-profile models designed to fit in the smaller apparatus bays of our historic stations. Five of the seven new Pierce apparatuses were placed into service and crews have received basic operations training.
- Renovations commenced at the Pawaa Fire Station.

### FIRE OPERATIONS

#### POWERS, DUTIES, AND FUNCTIONS

Fire Operations is responsible for emergency responses, including fires, medical emergencies, mountain and ocean rescues, HM, and homeland security incidents. In addition, Fire Operations conducts commercial occupancy inspections; prepares industrial and commercial fire preplans; participates in community relations activities; attends training classes, drills, and exercises; keeps abreast of trends in fire fighting techniques, emergency medical services, fire prevention, public education, and the municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds.

### ACCOMPLISHMENTS

- On June 23, 2013, an HFD Go-Team consisting of five uniformed personnel was deployed to the West Fork Complex fire in Pagosa Springs, Colorado.
- On December 8, 2013, HFD personnel provided air monitoring for hazardous substances and gases at the Honolulu Marathon's start and finish lines.
- From December 21, 2013 to January 5, 2014, the HFD participated in a unified command post (CP) with multiple

city, state, and federal agencies for the President of the United States (POTUS).

- On January 16, 2014, a grand opening was held for the East Kapolei Fire Station, which houses Engine 43, a CAFS sked mounted on a flatbed, and a Regional Emergency Depot (RED). The RED is a storehouse of equipment and supplies that support westside companies during a major incident or disaster.
- From January 22 through January 24, 2014, wide area search training was held to teach participants practical search methods and skills to perform systematic searches over a large affected area.
- During the week of February 18, 2014, Hazmat 1 and 2, the Hawaii National Guard (HNG), 93<sup>rd</sup> Civil Support Team's (CST) Aircraft Rescue and Fire Fighting, and State Department of Health personnel participated in a Level A drill at the Honolulu Community College's training site at the Honolulu International Airport (HIA). Radiological monitoring and Level A exercises were performed utilizing a full-sized aircraft.
- From May 7 through May 9, 2014, Kaimalu O Hawaii, coordinated by the HNG's 93<sup>rd</sup> CST, was held at the HIA and the Bellows Air Force Station. A tabletop exercise was held at the State Emergency Operations Center with city, state, and federal agencies. The exercise simulated two major HM incidents occurring simultaneously at two different locations on the island.
- From June 3 to June 4, 2014, the HFD participated in Makani Pahili, a full-scale tabletop exercise held at the Bellows Air Force Station. The scenario was the pre- and post-landfall of a Category 4 hurricane. Damage assessment, wide area search, mass casualty, rescues utilizing ladders, and HM scenes were part of the scenario. Participants included other city, state, and non-government agencies. A Regional Catastrophic Planning Grant provided funding for this exercise.

## **PLANNING AND DEVELOPMENT POWERS, DUTIES, AND FUNCTIONS**

Planning and Development (P&D) prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Standards of Cover and other risk identification and mitigation strategies; reviews, researches, and monitors emerging legislation, regulations, trends, events, and past department performance to establish goals and objectives necessary to fulfill the department's mission; coordinates the grant management process, which includes applications, budgets, procurements, and reports; and manages the department's web portal and internet sites.

P&D also researches and develops new programs, and evaluates existing programs and services to improve the department's efficiency and effectiveness. These programs include interoperable voice and data communications, records management system upgrades, a geographical information system, and the Honolulu Online System for Emergency Services.

## **ACCOMPLISHMENTS**

- On August 6, 2013, the HFD/Honolulu Emergency Services Department computer-aided dispatch system merger went live. The merger will improve medical co-response dispatching, which comprises approximately 61 percent of the HFD's total incident responses.
- On October 22, 2013, the HFD's FCC switched to Intrado VIPER NG 911 call-processing equipment, which is part of a statewide 911 modernization program funded by the Hawaii Enhanced 911 Board.
- In April 2014, FCC personnel implemented a standardized training and quality assurance/quality control program with a long-range objective to improve dispatcher performance.
- On June 13, 2014, the HFD distributed its Strategic Plan to all worksites.
- In June 2014, the HFD received the following grants:
  - \$2,365,920 from the Assistance to Firefighters Grant to purchase self-contained breathing apparatuses
  - \$100,000 from the Department of Land and Natural Resources, Division of Forestry and Wildlife to manufacture the rehabilitation trailer
  - \$350,000 from the U.S. Department of Homeland Security (DHS) to purchase membrane structures to be erected at the HFD's Charles H. Thurston Fire Training Center and the Waipahu Maintenance Facility
- During Fiscal Year 2014, FCC personnel dispatched and managed 50,845 emergency incident responses. The call-processing time for FY 2014 was 64 seconds or less 90 percent of the time.
- The HFD completed the 800 megahertz (MHz) dual band and 700/800 MHz portable radio upgrades for fire suppression companies. The new radios provide the ability to operate across two radio frequency spectrums and communicate directly with authorized first responders, state, and federal agencies.
- The HFD's RS successfully programmed Opticom® traffic controllers in nine ambulance units.
- The Radio over Internet Protocol (RoIP) controlled network, which provides backup to the HFD's primary radio system and also allows remote radio control from the computer terminals, was upgraded to 10 sites.
- RoIP gateways were installed at the Frank F. Fasi Municipal Building and the Kaimuki, Mokulele, Sunset Beach, Aikahi, Kaaawa, Makakilo, and Kapolei Fire Stations to improve islandwide radio coverage for HFD operations.
- Honolulu was restored on the DHS list of high-risk metropolitan areas and received an additional \$1 million in FY 2014 grant funds. These funds are being applied to search and rescue and AHMT training throughout 2013 and 2014.



## **SUPPORT SERVICES**

### **POWERS, DUTIES, AND FUNCTIONS**

Support Services manages and coordinates the operations of the Fire Prevention Bureau (FPB), and the Training and Research Bureau (TRB).

The FPB's mission is to promote fire and life safety programs that assist the HFD in accomplishing its mission of mitigating loss of life, property, and damage to the environment. The FPB accomplishes this mission by conducting fire code compliance inspections; investigating fires to determine origin and cause; providing fire safety education to the community; reviewing and adopting fire codes; and reviewing building construction fire plans. The FPB is staffed with 35 uniformed and two civilian personnel.

The Charles H. Thurston Fire Training Center is the home of the TRB. To fulfill the department's mission, the TRB is committed to developing highly trained, professional, and motivated personnel to provide the best fire protection, emergency response, and safety education possible to Oahu residents.

The TRB conducts new and continuous training in incident management, fire fighting, rescue, apparatus operation, emergency medical response, Weapons of Mass Destruction (WMD)/terrorism, and HM. The TRB also coordinates cardiopulmonary resuscitation training and other safety courses for city employees and the public.

Training programs are developed and implemented in connection with the Fire Chief's vision, the HFD Strategic Plan, and directives. Training Officers/Program Managers constantly evaluate new teaching and tactical techniques by reviewing national best practices, principles, and trends.

TRB staff continuously researches new technology that impacts the fire service, such as electric vehicle, hybrid vehicle, photovoltaic systems, and new WMD monitoring and identification devices.

### **ACCOMPLISHMENTS**

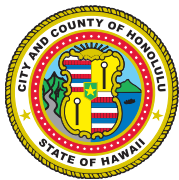
- On July 25, 2013, the HFD held a promotion ceremony for 19 Fire Fighter IIs and one civilian employee.
- On August 22, 2013, the HFD held a promotion ceremony for eight BCs.
- On September 7, 2013, the HFD participated in the 1<sup>st</sup> Annual First Responders Fair, kicking off the first fire safety art board painting collaboration with schools and community groups islandwide.
- On October 1, 2013, the HFD hired its first Medical Director to oversee all medical-related training, advancement and agency/department trends, and attend medical meetings.
- In October 2013, 130,000 Fire Fighter's Safety Guides (FFSG) were distributed to schools statewide. The FFSGs are one of the most effective ways of sharing fire safety messages with the public.
- On November 15, 2013, the HFD held a commendation ceremony for 12 honorees at the Charles H. Thurston Fire Training Center.
- In November 2013, 20 fire inspectors completed training and certification to the Fire Inspector II level. They were

the first members to receive International Fire Service Accreditation Congress certification to this level.

- On December 16, 2013, the HFD held a promotion ceremony for 21 Captains at the Charles H. Thurston Fire Training Center.
- On January 22, 2014, the HFD held a promotion ceremony for four ACs.
- In January 2014, HFD implemented Geographic Information System (GIS) map-based program that will provide documentation for every building entered into the system by clicking a building's location on the computerized map.
- From February through June 2014, 28 members were licensed to the state Emergency Medical Technicians-Basic (EMT-B) levels via the EMT Peer Review Program.
- On May 14, 2014, the HFD held a commendation ceremony for 14 honorees at the Charles H. Thurston Fire Training Center.
- In May 2014, in collaboration with the International Brotherhood of Electrical Workers (IBEW), a smoke alarm installation drive was conducted. Approximately 450 smoke alarms were installed in 90 homes. Since the inception of the Smoke Alarms for Everyone Program in 2008, 678 homes were visited, with an average installation of five smoke alarms per home, totaling 3,390 smoke alarms installed to date.
- On June 18, 2014, 24 members of the 99<sup>th</sup> Fire Fighter Recruit class were certified to the Fire Fighter I/Fire Fighter II HM Awareness and HM Operations, Basic Driving Skills, and National Registry of EMT-B levels.
- The HFD responded to 31 building fires that resulted in a fire loss of \$100,000 or more.
- Fire investigators examined 125 fires resulting in 2 fatalities and 24 reported injuries. Eighty-six percent of these fires involved structures. The estimated total dollar loss was \$11,421,700. One investigation resulted in an arson conviction for a fire that occurred in 2013. The individual was sentenced to 20 years in prison.
- Fire inspections for all occupancies at the Ala Moana, Royal Hawaiian, and Kahala Mall Shopping Centers as well as industrial areas were completed. Fire safety maintenance and inspections were initiated with landowners and tenants in the former military Kalaeloa area.

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# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Ivan Lui-Kwan, Chair; Donald G. Horner, Vice-Chair; Robert Bunda, William Hong, Keslie Hui, Damien Kim, Carrie Okinaga, George Atta, Ex-Officio; Michael Formby, Ex-Officio; Ford N. Fuchigami, Ex-Officio; Daniel Grabauskas, Executive Director and Chief Executive Officer; Brennon Morioka, Deputy Executive Director

## POWERS, DUTIES, AND FUNCTIONS

The Honolulu Authority for Rapid Transportation (HART) is authorized to develop, operate, maintain, and expand the high-capacity fixed guideway rapid transit system of the City and County of Honolulu. Among its responsibilities are directing the planning, design, and construction of the fixed guideway system; operating and maintaining the system; preparing and adopting annual operating and capital budgets; applying for and receiving grants of property, money and services, and other assistance for capital or operating expenses; making administrative policies and rules to effectuate its functions and duties; and to promote, create, and assist Transit-oriented Development (TOD) projects near fixed guideway system stations that promote transit ridership.

HART is governed by a ten-member board of directors that directs the organization's policy. The administration of the authority is overseen by its executive director and CEO.

## MISSION

HART's mission is to plan, design, construct, operate, and maintain Honolulu's high-capacity, fixed guideway rapid transit system.

## ACCOMPLISHMENTS

### OVERVIEW

During Fiscal Year 2014, HART's third year of existence, the agency achieved several significant milestones, including the resolution of all lawsuits and the resumption of construction. During the year, the HART Board of Directors, staff, and consultant team made significant progress toward achieving the vision of bringing a quality rail transit system to Oahu.

The August 2012 Hawaii Supreme Court judgment in *Kaleikini v. Yoshioka*, which temporarily suspended all construction activities on the rail project, was satisfied with the completion of the Archaeological Inventory Survey (AIS), and construction resumed on September 16, 2013. Likewise, both federal challenges were successfully resolved on February 18, 2014 when both the U.S. Ninth Circuit Court of Appeals and the U.S. District Court for the District of Hawaii issued favorable decisions, bringing all outstanding federal litigation to a conclusion. The rulings lifted the injunction against real estate activities in the City Center section with compliance of the District Court's mandate to complete the City Center Traditional Cultural Properties report, analyses of the Beretania Street Tunnel alternative, and the impacts to Mother Waldron Park.

With legal challenges addressed, HART hit the ground running on construction. Since September 2013, more than 100 columns have been constructed in the west side of the alignment; more than 700 concrete guideway segments have been cast at HART's Kalaeloa Precast Yard; and 10 guideway spans between columns were in place in the Hoopili area.<sup>1</sup>

<sup>1</sup>As of July 15, 2014

HART, Ansaldo Hawaii Joint Venture (AHJV), the city Department of Transportation Services (DTS), and Oahu Transit Services (OTS) continued their work in exploring synergies and efficiencies in building, maintaining, and operating the Honolulu Rail Transit Project (H RTP), as well as bus/rail multimodal opportunities.

## BUDGET AND FINANCE

### Budget

The FY 2015 Operating and Capital Budgets were submitted to the Mayor and the City Council for their consideration and input. The budgets did not include any request for city general fund monies. However, the Operating Budget included funds for reimbursement to the city's general fund for staff support from various city departments and central administrative services expense. The budgets were adopted by the board on June 19, 2014 in the following amounts:

Operating Budget	\$21,481,029
Capital Improvement Budget	\$1,560,404,400
Total FY 2015 Approved Budget	\$1,581,885,429

### Funding

Local funding for the project from the one-half percent General Excise and Use Tax (GET) county surcharge totaled \$1.25 billion from January 2007 through April 2014. GET surcharge revenues from the Full Funding Grant Agreement (FFGA) Financial Plan start date of October 2009 through June 2014 were \$870 million of the \$3,291 million total expected for the entire project.

Federal Section 5309 New Starts revenue appropriated for HART is \$806 million. President Obama incorporated an additional \$250 million for HART in his Fiscal Year 2015 budget in March. If that sum is appropriated by Congress, federal funding for HART will be \$1,056,267,358 against a total of \$1.55 billion in the Full Funding Grant Agreement.

## PLANNING, UTILITIES, PERMITS, AND RIGHT-OF-WAY

### Planning and Environmental

The Planning and Environmental division served a critical role in FY 2014, particularly in complying with the decisions in the *Kaleikini* and *Honolulutraffic.com* lawsuits. The division submitted the AIS report to the State Historic Preservation Division (SHPD) on a highly accelerated schedule. The division's close collaboration with SHPD resulted in SHPD's expedited acceptance of the report, which cleared the path for the return to construction.

HART continued to coordinate with and support other entities with regard to TOD, including the Department of Planning and Permitting (DPP), which has primary responsibility

for developing TOD neighborhood plans and zoning regulations for station TOD areas. HART also participated in the city Managing Director's TOD group – part of the Mayor's initiative to “build rail better.” In addition, the board convened the TOD Stakeholders Advisory Group to facilitate information exchange related to TOD and offer guidance in advancing TOD.

#### **Utilities and Permits**

During FY 2014, the division executed all utilities engineering services agreements for the entire project. Utility construction agreements for the West Oahu/Farrington Highway (WOFH) and Kamehameha Highway Guideway (KHG) segments have been executed, with the exception of Hawaiian Telecom, which has been performing construction work as needed while negotiations continue. All construction agreements are Buy America compliant. HART has continued construction agreement negotiations for the remaining segments.

#### **Right-of-Way**

Following the lifting of the federal injunction against real estate acquisition activities in the City Center section of the project in February, the Right-of-Way division was tasked with a critical component in HART's efforts to deliver the project on-time and within budget. Challenged with obtaining 152 full and partial acquisitions within an extremely compressed timeframe, the Right-of-Way division began efforts to bolster its resources to complete this critical path task.

### **ENGINEERING, DESIGN, AND CONSTRUCTION**

#### **Core Systems**

Ansaldo Honolulu Joint Venture (AHJV) is responsible for the design, construction, and delivery of 20 four-car vehicles and a train control system, which it will also operate and maintain over a 10-year period. The design is 49 percent complete, with AHJV interfacing with the other fixed facility contractors on the Maintenance and Storage Facility (MSF), alignment and station issues. HART and AHJV are working on a revised schedule based on the recent restart of construction. The contract calls for the delivery of the first vehicle in 2016.

#### **Elevators & Escalators Manufacture-Install-Maintain**

Schindler Elevator Corporation has completed 3.5 percent of the design. The contractor worked with AHJV and final designers on coordination and interface issues. Substantial completion is scheduled for May 2018.

#### **WOFH Guideway**

The westernmost section of the project alignment has seen the most visible construction progress. Following the return to construction 107 columns were completed. The Precast Yard, responsible for manufacturing guideway segments, became fully operational, and has cast 702 segments. Segment erection began in the Hoopili area, with 96 segments placed atop columns<sup>2</sup>.

The North Access Road underpass was completed in June. Substantial completion of the WOFH section is expected in June 2016.

#### **West Oahu Station Group**

URS Corporation completed design in FY 2014 of the East Kapolei, University of Hawaii West Oahu, and Hoopili stations. By the close of FY 2014, the West Oahu Station Group, along with the Kamehameha Highway Station Group and the Farrington Highway Group, had been sent out to bid.

#### **Farrington Highway Station Group**

HDR, Inc. completed the design of the West Loch, Waipahu Transit Center, and Leeward Community College stations. By the close of FY 2014, the Farrington Highway Station Group, along with the Kamehameha Highway Station Group and West Oahu Station Group, had been sent out to bid.

#### **Maintenance and Storage Facility**

Kiewit/Kobayashi Joint Venture, the design-build contractor for the MSF, completed mass grading, and has begun construction on the Operations and Servicing Building and the Maintenance of Way Building. The MSF will be substantially complete in April 2016.

#### **Kamehameha Highway Guideway**

Kiewit Infrastructure West Co. (KIWC) has completed 54 percent of the design for the Kamehameha Highway Guideway. Work on utility relocations, foundation test and method shafts, and road-widening have recommenced, with a focus on maintenance of traffic along busy Kamehameha Highway. The KHG section is scheduled to be substantially complete by September 2016.

#### **Kamehameha Station Group**

Anil Verma Associates completed the design of the Pearl Highlands, Pearlridge, and Aloha Stadium stations. By the close of FY 2014, the Kamehameha Highway Station Group, along with the Farrington Highway and West Oahu Station Groups, had been sent out to bid.

#### **Airport and City Center Sections Guideway and Utilities**

AECOM Technical Services, Inc. (AECOM), continued its design efforts for the Airport and City Center Sections Guideway and Utilities, and is substantially complete. Coordination with stakeholders such as the State Department of Transportation, utility companies, U.S. Navy, and developers continued.

#### **Airport Station Group**

AECOM substantially completed design of the Pearl Harbor, Airport, Lagoon, and Middle Street stations.

#### **Dillingham and Kakaako Station Group**

Final design consultant Perkins+Will completed 40 percent of the design. The design is expected to be bid-ready in July 2015.

### **OPERATIONS AND MAINTENANCE**

The Operations and Maintenance Department continued to review all aspects of the project from the operations and maintenance perspective to make recommendations on ways to improve service, operability, maintainability, customer service, and cost-effectiveness. This includes coordination, interface, and review of core systems, stations, rail vehicles, MSF, fixed

<sup>2</sup>As of July 15, 2014

facilities, and design and construction. The department also worked with DTS, OTS, and the HART Board of Directors on developing a fare policy.

## **SYSTEM SAFETY AND SECURITY**

The System Safety and Security Department continued to focus its efforts in FY 2014 on developing a Safety and Security Certification Plan, which is required for certification by the Federal Transit Administration (FTA) prior to revenue operation. Additionally, the Safety and Security Team collaborated with several law enforcement entities, Hawaii Department of Transportation (HDOT), and the state Oversight Manager to enhance security through design for the project.

## **QUALITY ASSURANCE**

The HART-established Quality Assurance (QA) system was effectively implemented by the Quality Assurance Department during the past year. The Quality Management Plan, which establishes and documents the guidelines and goals of the QA system, was revised to describe the transition from the city Rapid Transit Division of the DTS to HART, and to incorporate the Federal Transit Administration's comments for the FFGA.

The major focus of QA activities included performing audits and surveillances, mentoring and training appropriate staff to ensure that suitable proficiency is achieved and maintained, and participating in Quality Task Force meetings with stakeholders. The Quality Assurance team also reviewed, approved, and monitored the Quality Assurance Plans required of all contractors, consultants, and suppliers.

## **PUBLIC INFORMATION AND COMMUNITY OUTREACH**

Continuing its ongoing commitment to transparency, the Public Information and Outreach Department participated in more than 300 community meetings, workshops, presentations, and events in FY 2014, connecting with businesses and residents islandwide. The department also maintained its strong construction outreach program, partnering with project contractors to educate the public about field work, public safety during construction, and traffic impacts on the surrounding communities. HART's communications team sponsored media tours of the casting yard and the maintenance and storage facility, and on-site construction visits to explain to the media and the public how the guideway will be built. Efforts to inform and engage the public also included two Industry Day events, which brought together large contractors with smaller contractors; unveiling a life-sized model of the train, which had more than 7,000 visitors; and launching an anti-graffiti project in partnership with more than 20 schools and community groups.

## **CIVIL RIGHTS**

In FY 2014, the Civil Rights Department staff focused on emphasizing HART's full commitment to a successful Disadvantaged Business Enterprise (DBE) effort by working directly with contractors and prospective DBE participants and monitoring DBE participation. HART actively ensures that no person shall, on the grounds of race, color, creed, national origin, sex, disability, or age, be excluded from participation in, or denied the benefits of, or be subject to discrimination under any project, program, or activity funded in whole or in

part through federal assistance. HART employs a proactive approach to recruiting by attending and sponsoring job fairs, posting job openings on the appropriate websites, and disseminating employment-related information to minority and female community organizations. HART will continue to actively solicit and encourage minority and female individuals to apply for open positions in anticipation of future hiring needs.

## **GOVERNMENT RELATIONS**

During the 2014 State legislative session, the Government Relations Department tracked nearly 50 legislative initiatives of interest to HART and relating to the General Excise Tax surcharge, Transit-oriented Development, economic development, affordable housing requirements near transit stations, Smart Growth public infrastructure policies, procurement requirements relating to public works contracts, infrastructure capacity building construction loans for counties, Native Hawaiian burials, historic preservation projects, and the civil service exemption process relating to public employees.

The department also worked closely with the City Council and its committees to provide project development updates relating to construction timelines, traffic advisories, interagency coordination to minimize impacts on traffic flow, contract issuances and change orders, transit station development, supplemental environmental impact statement efforts. The department also coordinated on legislation that impacted the project, including, but not limited to, HART's operating and capital budgets, issuance of general obligation bonds, revised debt financing plan, appointment of HART Board of Directors, and neighborhood Transit-oriented Development plans.

## **ADMINISTRATIVE SERVICES**

In FY 2014, the Administrative Services Department worked to fill vacant positions with new employees; reassigned existing employees to areas where needed; made adjustments in employee duties and responsibilities to meet the needs of the project; and made adjustments in the organizational structure of HART to meet the evolving requirements of the project. The department also continued to provide support to the project in the areas of information technology and overall office management services, including the assumption of new roles in project network administration and multimedia management. By the close of FY 2014, HART had 131 positions filled of the 139 positions authorized in the Annual Operating Budget. Of the 131 positions filled, 107 were city employees and another 24 were filled by the Project Management Support Consultant. The staffing level is designed to ensure that HART has the technical capacity and capability to manage the implementation of the H RTP and meet the requirements of the FTA for managing major New Starts projects.

## **CONCLUSION**

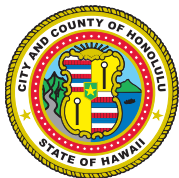
With the support of many partners, FY 2014 was a year of significant progress. All legal challenges were successfully resolved; more than 100 columns were constructed and 700 segments cast; and design work on the H RTP train vehicles was well underway. The project's financing remains sound, with more than half of the project's contracts issued and the agency's budget successfully passed by the Board of Directors.

Community outreach and engagement remains strong, with HART participating in more than 300 presentations, meet-

ings and events; construction outreach in full swing; and the successful launch of community initiatives to enhance transparency and understanding of Oahu's first rail transit system.

Safety and Security remained a top priority, with HART's safety team working with federal and state officials to ensure all certifications and plans were in place.

HART is well-positioned to deliver on its promise to build a safe, top-quality transit system for Oahu that will enhance our transportation network for generations to come.



## DEPARTMENT OF HUMAN RESOURCES

Carolee C. Kubo, Director  
Noel T. Ono, Assistant Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Human Resources (DHR) is the central personnel agency for the city. Its primary purpose, as reflected in the Revised Charter of the City and County of Honolulu, is to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement, and separation of public employees. This department is charged with building a career service designed to attract, select, and retain, on a merit basis, the best qualified civil servants.

The Director of DHR represents the Mayor in the collective bargaining process, and directs and coordinates an employee-management relations program for the city. In this capacity, the department negotiates and administers eight collective bargaining agreements covering city employees.

In addition, DHR carries out programs in the areas of training, safety, workers' compensation, incentives and awards, equal opportunity, and employee assistance.

The department is organized into four major functional divisions: Employment and Personnel Services, Classification and Pay, Industrial Safety and Workers' Compensation, and Labor Relations and Training. The Equal Opportunity Office and the Enterprise Resource Planning (ERP) Branch operate within the department's administrative function.

### MISSION

To recruit, develop, and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu.

### CIVIL SERVICE COMMISSION

#### POWERS, DUTIES, AND FUNCTIONS

The primary function of the Civil Service Commission (CSC) is to prescribe rules to carry out the provisions of the City Charter, hear appeals, and advise the Mayor and the Director of DHR on issues and problems relating to the management of personnel.

The CSC, in compliance with Chapter 91, Hawaii Revised Statutes, the Revised Charter of the City and County of Honolulu, Chapter 11, and the Rules of the Civil Service Commission, Chapter 1, is mandated to adjudicate all appeals and ensure that a fair and objective decision is rendered for all cases.

The CSC meets regarding cases of non-selection and termination, classification, medical and exam/disqualification appeals. The purpose of such meetings is to resolve issues relating to civil service practices.

### ACCOMPLISHMENTS

The CSC held nine meetings in Fiscal Year 2014. Ms. Carolyn T. Onaga and Ms. Cindy S. Inouye were elected

as Chair and Vice-Chair, respectively, and Ms. Ethel L. Fleming, Mr. Alfred C. Lardizabal, and Mr. Keone J. Nakoa serve as members. Recruitment was actively conducted to fill the Civil Service Commissioner vacancy in FY 2014, for a total of five commissioners in the CSC.

- Civil Service Commission Appeals Heard: 9
- Cases Denied: 6
- Cases Dismissed: 2
- Cases Pending: 8

### EQUAL OPPORTUNITY OFFICE POWERS, DUTIES, AND FUNCTIONS

The Equal Opportunity (EO) Office oversees the city's compliance with federal, state, and city laws on equal employment, affirmative action, sexual harassment, Americans with Disabilities Act (ADA), civil rights in general, Title VI, and establishes policies and procedures to meet program objectives. The office is staffed with an Equal Opportunity Officer, a Title VI Coordinator, two Human Resources Specialists, and several contract investigators, to ensure complaints are properly handled and services are delivered to the public free of discrimination and harassment. Staff also provides technical resources, assistance, and training to executives, managers, and administrative officers in the city.

### ACCOMPLISHMENTS

- Provided 49 training presentations and programs during FY 2014, including topics covering Title VII of the Civil Rights Act of 1964, age discrimination, amendments to the Americans with Disabilities Act, sexual harassment, race, and gender stereotypes
- Presented 22 sessions of Prevention of Sexual Harassment training for new employees.
- Provided 1,295 hours of training to 1,027 participants

The EO Office provides guidance and reviews internal complaints, formal charges filed by the Hawaii Civil Rights Commission (HCRC), and litigation asserting violation of civil rights laws, policies, and procedures.

During FY 2014, 13 formal charges of discrimination were filed with Equal Employment Opportunity Commission (EEOC) and/or HCRC.

During the same period, 17 cases involving charges of discrimination filed with EEOC/HCRC were closed.

### ENTERPRISE RESOURCE PLANNING (ERP) BRANCH POWERS, DUTIES, AND FUNCTIONS

Designs, plans, develops, implements, and administers the day-to-day management of the City and County of Honolulu's Enterprise Resource Planning System (C2HERPS) Human



Resources functions, which includes the Advantage HRM solution, Meridian Global Learning Management System, Human Concepts OrgPlus Enterprise (OPE) organizational charting and modeling system, and Employee Self Service. Staff directs the overall design and development of the system; oversees, coordinates, and engages subject matter experts, departmental liaisons, and outreach team members; oversees and coordinates resolution for outstanding issues and problems; develops report design specifications and coordinates report testing sessions; develops, evaluates, and implements business process improvements; develops, implements, and maintains security and workflow requirements and user access; develops training curriculum; and coordinates and conducts end user training, workshops, and outreach meetings. ERP also works with line departments to streamline the workflow process for personnel actions.

## ACCOMPLISHMENTS

- Implemented Phase I of the OrgPlus Enterprise system
- Implemented salary adjustments for all collective bargaining agreements
- Developed timekeeping process changes for compliance with changes to collective bargaining agreements
- Coordinated meetings with timekeepers to determine functional requirements for the implementation and development of an integrated timekeeping system
- Developed, tested, and distributed various reports to line departments. Existing reports were modified and updated to better meet end users' requirements.
- Developed and distributed *ad hoc* reports in response to requests from departmental staff and line departments
- Continued deployment of paperless pay statements via Employee Self Service
- Provided post-implementation support, such as conducting end user training and workshops, and addressing and resolving issues

## EMPLOYMENT AND PERSONNEL SERVICES DIVISION

### POWERS, DUTIES, AND FUNCTIONS

The Employment and Personnel Services Division provides centralized human resources services in the areas of recruitment, examination, benefits, research, transactions, and compliance.

### Recruitment Section

Plans and executes recruitment activities to attract qualified applicants, refers candidates to departments for employment consideration, and advises departments on employment subjects ranging from the on-boarding process to complicated personnel movements. Recruitment staff works closely with departments and agencies to assess and identify staffing solutions for "hard-to-fill" jobs and positions such as engineers, data processing systems analysts, and skilled trades.

### Examination Branch

Plans, develops, and administers a variety of selection and assessment programs; conducts job analyses; develops

merit-based examinations; determines eligibility of candidates, which includes eligibility for public employment, education, experience, and licensure requirements; and determines personal suitability for civil service positions. Examination staff also advises and provides assistance to departments with the promotional examination process and selection interviews.

### Benefits, Research, and Transactions Branch

Assists departments with the processing of personnel transactions such as hiring new employees, promotions, retirements, and separations; audits and certifies all personnel actions affecting city officers and employees; and plans and coordinates the benefits and employee service awards programs. In addition, staff administers the city's leave sharing program and ensures the city's compliance with federal, state, and local laws and policies in the areas of fair labor standards, drug and alcohol testing, protection of personnel information, and other federal and state employment laws within the division's scope of responsibilities.

## ACCOMPLISHMENTS

- Conducted 265 recruitments
- Reviewed 16,384 applications
- Audited 379 internal promotions
- Hired 773 employees from eligible lists
- Processed 25,293 negotiated pay raises
- Implemented pre-employment, fingerprint-based national criminal history record checks

### Recruitment and Examination Activities

	FY 2013	FY 2014	% CHANGE
<b>Recruitments</b>			
New Open-Competitive and Promotional.....	234	265	12.8% Increase
<b>Applications Received</b>			
Open-Competitive and Promotional Examinations...	14,999	15,826	5.5% Increase
Summer College Student Program.....	633	558	11.8% Decrease
<b>Examinations</b>			
Internal Departmental Competitive Promotions (Audited).....	362	379	4.7% Increase
<b>Applicants Placed on Eligible Lists .....</b>	6,296	4,592	27.1% Decrease <sup>1</sup>
<b>Vacancies Filled from Applicants Referred.....</b>	710	773	8.9% Increase
<b>Number of Vacancies.....</b>	1,153	1,200	4.1% Increase

<sup>1</sup> Fewer department requests, and fewer qualified applicants

### Transactions Activities

	FY 2013	FY 2014
Entrance to Service: .....	2,899	4,538
In-Service Changes: .....	6,685	25,293 <sup>2</sup>
Separations: .....	1,333	1,515
<b>GRAND TOTAL:</b>	<b>10,917</b>	<b>31,346</b>

<sup>2</sup> Collective bargaining adjustments



## **CLASSIFICATION AND PAY DIVISION POWERS, DUTIES, AND FUNCTIONS**

The Classification and Pay Division plans, develops, and administers the city's classification and pay plans; conducts research on classification and pay matters; recommends pricing for new classes established; participates in statewide meetings on statutory equal pay pricing requirements; participates in collective bargaining wage negotiations; and develops salary and benefit adjustment recommendations for excluded managerial employees. The division also provides considerable management advisory services to assist departments on personnel implications and problems relating to reorganizations, reassignment of work, and creation of new classes.

### **ACCOMPLISHMENTS**

- Completed a total of 655 classification actions
- Made 21 revisions to the classification plan
- Completed a comprehensive study of technical positions in the Department of Environmental Services which resulted in the creation of a new series of classes to properly recognize the scope, level, and complexity of the work performed, and to provide flexibility in the utilization of positions, allowing lateral and upward mobility for employees
- Reviewed the proposed pricing of 46 new classes established by the State of Hawaii, the Judiciary, the Hawaii Health Systems Corporation, the Department of Education, and the counties of Hawaii, Maui, and Kauai, for equivalency with city classes as required by Section 76-1, HRS
- Responded to eight surveys conducted by the Hawaii Employer's Council, as well as the City of Philadelphia Engineering Survey, the St. Louis Custom Compensation & Benefits Survey, and the City & County of Denver Appointed Charter Officers Survey
- Provided support to the Salary Commission in its hearings and deliberations, and continued to provide prevailing wage rate information and assistance to Budget and Fiscal Services' Purchasing Division contractors and their employees

## **INDUSTRIAL SAFETY AND WORKERS' COMPENSATION DIVISION**

### **SAFETY BRANCH POWERS, DUTIES, AND FUNCTIONS**

The Safety Branch develops, promotes, coordinates, and maintains a safety program for the City and County of Honolulu to comply with the Hawaii Occupational Safety and Health Law (HIOSH) and administrative rules; helps departments develop and implement safety programs; and maintains statistics of lost time due to industrial injuries and vehicle accidents, to be used in developing accident prevention programs and strategies.

### **ACCOMPLISHMENTS**

- Performed 11 safety inspections to ensure city facilities are in compliance with HIOSH
- Conducted 46 training classes for supervisors, managers, and employees on safety matters, including confined spaces, hazard communication, Occupational Safety and

Health (OSHA) recordkeeping, office safety, introduction to safety and health, lead awareness, asbestos awareness, and removal of waste and personal property from public areas

- The Vehicle Accident Review Committee held hearings on 297 vehicle accidents and determined that 185 (62.3 percent) were avoidable.
- The Safe Driver Recognition and Awards Program recognized 259 employees for sustained superior driving performance.

## **WORKERS' COMPENSATION BRANCH POWERS, DUTIES, AND FUNCTIONS**

The Workers' Compensation Branch administers the city's self-insured workers' compensation program to comply with the Hawaii Workers' Compensation Law and administrative rules; administers the city's retention, rehabilitation and placement and limited duty programs; and represents city departments and agencies before the Department of Labor and Industrial Relations with respect to workers' compensation matters.

### **ACCOMPLISHMENTS**

- The branch implemented a Claims Management Best Practices Program to provide staff with a framework of workers' compensation claims management principles that will result in optimal claims outcomes in both cost and time-effectiveness.
- Staff adjusted a total of 3,279 workers' compensation claims in FY 2014. There were 1,445 new claims filed in FY 2014, a 7.2 percent increase from FY 2013.
- The city's Vocational Rehabilitation Specialist provided vocational rehabilitation services to 282 city employees.
- The city's Medical Case Management Specialist provided medical assistance for 81 cases, and monitored treatment to ensure that injured employees received appropriate medical care.
- Staff recovered \$121,709 from third parties who caused or contributed to injuries sustained by city employees.

## **LABOR RELATIONS AND TRAINING DIVISION POWERS, DUTIES, AND FUNCTIONS**

Plans, develops, and administers the city's labor relations, and personnel development and training programs; and administers collective bargaining.

### **LABOR RELATIONS BRANCH POWERS, DUTIES, AND FUNCTIONS**

Administers eight collective bargaining agreements; provides assistance to management on employee-employer relations and contract administration; negotiates collective bargaining agreements; and represents the city in grievance meetings and arbitration proceedings.

### **ACCOMPLISHMENTS**

- Interest arbitration hearings concluded for Bargaining Unit 11 (Firefighters) and the arbitrator awarded a six-year agreement for the period July 1, 2011 to June 30, 2017. Negotiations with Bargaining Unit 13 (Professional

and Scientific Employees) resulted in a four-year agreement for the period July 1, 2013 to June 30, 2017.

- FY 2014 began with 135 grievances pending at the employer level. Staff resolved a total of 96 grievances or 71 percent of pending cases. At the end of the fiscal year, 64 grievances were pending arbitration, a 23 percent decrease from the previous fiscal year.

## **TRAINING BRANCH POWERS, DUTIES, AND FUNCTIONS**

Provides assistance to management on training matters; and plans, develops, and implements management, supervisory, and personnel development training programs to improve the efficiency and quality of public service provided by employees.

## **ACCOMPLISHMENTS**

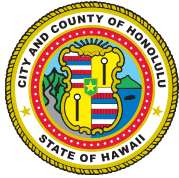
- During FY 2014, 3,287 employees participated in branch-sponsored classes for a total of 12,581 training hours, a 64 percent increase from FY 2013.
- A new leadership development curriculum comprised of seven courses was introduced, and a new executive development module was created for executives and managers.
- The first managers' forum, "Lessons in Leadership," was held on February 21, 2014. A total of 167 city managers attended the six-hour workshop.
- The employee development curriculum featured a series of new courses, including a new email and business writing essentials course, skills for dispute resolution, and a C2HERPS/Advantage self service training.

- **Pookela Fellows Program**

Provides college students with valuable work experience and allows city employees an opportunity to share their knowledge through a mentoring program. The program introduces students to government operations and showcases the city as a desirable place of employment. In FY 2014, 19 college students completed the program and two students have continued to work with the city after completion of their internships.

- **Trades Apprentice Program**

In partnership with Honolulu Community College, this program offers paid training to employees in various skilled trade occupations. Thirty-six apprentices participated in trades apprenticeships this fiscal year and two apprentices completed the program.



## DEPARTMENT OF INFORMATION TECHNOLOGY

Mark D. Wong, Director and Chief Information Officer  
Keith G.H. Ho, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Information Technology (DIT) delivers reliable, efficient, and effective Information Technology (IT) services to city agencies, businesses, residents, and visitors of Honolulu. The department advises the Mayor and other departments in the use of technology to automate processes, reduce operating costs, and make government more transparent, responsive, and accountable.

The department manages the city's computer systems and telecommunications network twenty-four hours a day, seven days a week. The department has five operation divisions: Applications, Technical Support, Radio and Network, Enterprise Resource Planning (ERP) and Computer Service, and Operations.

### MISSION

The Department of Information Technology manages all of the city's IT resources, and develops and directs an integrated system of computer resources that provides data processing and telecommunications services to all city agencies and authorized users. The department's centralized management of IT services allows all users of the city's network to effectively share data, information, technology, resources, and technical expertise in a cost-effective and efficient manner.

### ACCOMPLISHMENTS

#### Software Development

- A new Internet website for the city was developed using an open-source content management system running under Linux. The site features greater accessibility and eliminates proprietary extensions.
- A new Intranet website was created featuring an App Store, context-sensitive department pages, dashboards, and integrated directory support.
- Phase I of a Rank to Rank web application was developed for the Honolulu Fire Department to streamline the scheduling of personnel.
- The EForms2 workflow system was enhanced and extended. Mobile compatibility was improved.
- A knowledge testing system was created for the statewide commercial driver's license.
- The Commercial Vehicle Information Systems Network (CVISN) was developed. CVISN is a national program to provide motor carriers (truckers) with information about their vehicles from multiple government agencies. The scope included (1) updating data model; (2) building new database; (3) updating network infrastructure for statewide access; and, (4) facilitating bulk renewal of vehicles via the internet for motor carriers and other fleets.
- Provided 2014 elections support by accommodating enhancements and revisions to voter registration. In addition, provided statewide support for 2014 elections.

#### Application and User Support

- Upgraded ERP ADVANTAGE suite of modules to release 3.10 and third-party software components.
- Replaced Personal Computers owned by the city for five to six years. During this fiscal year, 413 leased PCs were purchased after the fourth year lease was paid, while 575 devices were newly leased.
- Updated ERP Business Objects XI software from Release 2 to Release 3.
- Deployed additional 1,000 licenses for cloud-based office productivity software within the city.
- Conducted "bring your own device" (BYOD) testing for web applications using Kerberos to authenticate users on the city network.
- A cloud-based Case Management System was deployed for the Department of the Prosecuting Attorney (PAT). This system is integrated with local judicial and law enforcement partners and provides automation and tools for deputy prosecuting attorneys.
- Maintained several youth programs for the Department of Community Services (DCS) Case Management System.
- Created a multipurpose conference center to support training, teleconferencing, and emergency operations support.

#### Security and Access Projects

- Completed the Access Control and Management System (ACAMS) at Alapai police headquarters.
- Implemented the security controls to allow city-owned devices to connect via WiFi in conference rooms at Honolulu Hale and Kapolei to the city's network.
- Rebuilt the city's Public Key Infrastructure (PKI) to support additional certificates such as user and Security Sensitive Information (SSI) in addition to the machine certificates that the previous PKI supported.
- Implemented an application firewall to protect the non-Payment Card Industry (PCI) web servers from application threats such structured query language injection and cross-site scripting.
- Converted the Access Control Management software system at the Frank F. Fasi Municipal Building (FMB) from Lenel OnGuard to Avigilon Access Control Manager.

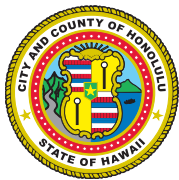
#### Data Center Operations

- The Data Center was upgraded by implementing a new metro-clustered enterprise hierarchical storage with the ability to allocate faster storage media to frequently accessed data while adding to the overall efficiency of storage resources and increased efficiency to the data center.

- Conducted disaster recovery testing to ensure DIT readiness to support disaster preparedness, business continuity, public safety, and city services in the event of a major disaster scenario involving activation of the secondary data center in Kapolei.

### **Networking and Radio Projects**

- Installed demographic coastal awareness cameras at Waimanalo, Lualualei, Kawela, and Kaaawa
- Installed cameras at Kaaawa Fire Station, Kawela radio site, and wireless backhaul at the Aliamanu radio site
- Installed camera and wireless backhaul at the Waimanalo and Lualualei radio sites, the Fasi Municipal Building (FMB), and Oahu Transit Services (OTS) to Aliamanu
- Completed wireless deployments at Honolulu Hale, McCoy Pavilion, Department of Facility Maintenance (DFM) services garages, the Department of Community Services (DCS) administration offices, the Honolulu Police Department (HPD) facilities, the Honolulu Authority for Rapid Transportation (HART) warehouse, the FMB, the Medical Examiner (MED) facilities, and Kapolei Hale
- Coordinated safety check iPad system
- Core switches upgraded at Honolulu Hale, Neal S. Blaisdell Center, Waianae Wastewater Treatment Plant (WWTP), Kailua WWTP, Olomana Fire Station, Prosecuting Attorney (PAT)
- Installed new office wiring, HART 1<sup>st</sup> floor, Honolulu Zoo grounds maintenance, and Neal S. Blaisdell Sodexo
- Installed Neal S. Blaisdell campus AC system network connectivity
- Installed point-to-point network connectivity at Ocean Safety Koko Head Sub2, Department of Customer Services (CSD) Pearl Harbor, HPD/HFD Helicopter; installed fiscal internal control at Ala Wai Golf Course, OTS Administration, DFM Coning Yard, PAT Kapiolani Satellite, Kailua Fire Station, Hart Street Wastewater Pumping Station
- Installed Honolulu Marathon cameras
- Network installed fiber connectivity for Koko Head, HPD Kapolei Fuel Pump, Wahiawa DFM/Environmental Services Refuse, Laie WWTP, Moanalua Fire Station



## **DEPARTMENT OF THE MEDICAL EXAMINER**

**Dr. Christopher Happy, Chief Medical Examiner**

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### **POWERS, DUTIES, AND FUNCTIONS**

The Department of the Medical Examiner (MED) investigates cases of sudden, unexpected, violent, and suspicious deaths. The purpose of such investigations is to discover, document, and preserve the medical, anatomic, or evidentiary findings that enable the MED to determine the cause and manner of death, to identify the time of death and injury, to confirm or deny the account of how death occurred, to determine or exclude other contributory or causative factors to the death, and to provide expert testimony in criminal and civil litigation.

The MED also provides direct or indirect support to a variety of programs and initiatives designed for broad public benefit:

- Community educational outreach programs targeted to teenagers relating to DUI and drug abuse prevention
- Statewide, multidisciplinary child death review programs
- Interagency domestic violence fatality reviews
- Donor organ and tissue procurement programs; academic training and internships
- Interagency and city mass casualty planning

The MED is staffed by professionals to include board-certified physicians specialized in the areas of anatomic and forensic pathology, medical examiner investigators, laboratory technologists, autopsy assistants, and administrative personnel.

### **MISSION**

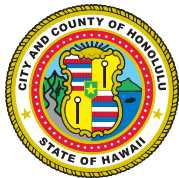
The Department of the Medical Examiner, as mandated by the Revised Charter of the City and County of Honolulu, serves the public through the investigation of sudden, unexpected, violent, and suspicious deaths.

### **ACCOMPLISHMENTS**

- Hired a board-certified Chief Medical Examiner
- Investigated 2,255 deaths
- Assumed jurisdiction in 893 cases
- Performed autopsies in 594 cases
- Performed 298 external examinations (which included toxicological testing)
- MED investigators visited 406 original death scenes
- 18 cases determined as homicides
- Obtained 67 next-of-kin authorizations for organ and tissue donation

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## DEPARTMENT OF PARKS AND RECREATION

Toni P. Robinson, Director (July 2013 – March 2014)

Michele K. Nekota, Director (April 2014 – present)

Jeanne C. Ishikawa, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Parks and Recreation (DPR) manages, maintains, and operates the city's parks and recreational facilities; develops and organizes sports, recreational and cultural activities; and beautifies the city's public facilities and streets. The city has 294 parks that encompass more than 5,000 acres, 93 recreation buildings, 24 gymnasiums, and 21 swimming pools in its parks inventory.

DPR provides parks and recreational opportunities that are accessible, enjoyable, meaningful, and safe. The department strives to promote increased efficiency, effectiveness, and responsiveness in the delivery of parks and recreational programs and services through the work of our three divisions: Executive Services, Urban Forestry, and Parks Maintenance and Recreation Services.

### MISSION

The mission of the Department of Parks and Recreation is to enhance the quality of life for all people in our community by providing excellence in parks and recreation programs and services.

### EXECUTIVE SERVICES DIVISION POWERS, DUTIES, AND FUNCTIONS

The Executive Services Division provides administrative, managerial, and personnel services support to the department relating to budget, planning, park rules and regulations, labor relations, staff training, safety programming, and payroll operations.

The Storeroom staff coordinates, develops and monitors property inventory control. The Permits Office oversees the issuance of park use permits and manages our on-line camping reservation system.

### ACCOMPLISHMENTS

- In Fiscal Year 2014, the camping reservation system completed 19,287 campground reservations.
- The collection of camping fees successfully generated \$318,971 in revenue to the city.

### URBAN FORESTRY DIVISION POWERS, DUTIES, AND FUNCTIONS

The Urban Forestry Division manages the horticulture and botanical garden programs. The Honolulu Botanical Gardens (HBG) is comprised of five botanical gardens. The horticulture program is responsible for maintaining plants and trees along public roadways, parks and pedestrian malls.

### ACCOMPLISHMENTS

- Removed 92 hazardous and/or invasive trees, and cleared 10 major sites of invasive species
- Monitored the health of 47,792 trees
- Performed early tree care and low pruning of 269 trees, and planted 427 park and street trees islandwide
- HBG accepted two endangered species donated to the city: an *Aloe suzannae* (Madagascar) and *Cycas Micro-nesica* (Guam to Palau)
- Successfully followed up on 1,865 requests relating to tree concerns
- The 1,300 garden members who participated in recreational gardening at our 11 community garden sites generated \$47,167 in fees for the city
- HBG attracted 252,985 visitors, of which 174,904 participated in educational classes and passive recreation programs.

### PARKS MAINTENANCE AND RECREATION SERVICES

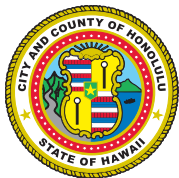
#### POWERS, DUTIES, AND FUNCTIONS

Maintenance Support Services (MSS) provides expertise in repair and maintenance projects for our parks and facilities. Recreation Support Services (RSS) administers a comprehensive and diversified community recreational program and a park maintenance program islandwide.

### ACCOMPLISHMENTS

- Hanauma Bay Nature Preserve – Phase 1 of rockfall mitigation improvements completed
- Kailua Beach Park – sand replenished due to erosion
- Kapiolani Bandstand – renovations completed, including the installation of new roll-up doors and other improvements
- Kuhio Beach – repaired concrete walkway
- Patsy T. Mink Central Oahu Regional Park – completed roadway barriers
- Wahiawa District Park Swimming Pool – reopened in May 2014 after nearly two years of closure. Renovations included retiling two pools, and installing a new pool heater and an ADA compliant pool lift.
- Waikiki Shell/Kapiolani Bandstand – completed Phase I of the parking lot reconstruction project
- Rehabilitated 44 comfort stations, including makeover, retiling, replacing fixtures, and painting
- Completed 5,298 work orders in FY 2014

- 62,177 individuals participated in the tiny tots, children, teens, adults, and seniors recreation programs.
- Collaborated with the Police Athletic League to operate basketball, flag football, and volleyball sports leagues for children and teens residing on the Waianae Coast
- The Hanauma Bay Nature Preserve's Visitor Center and Beach attracted 719,859 visitors in FY 2014
- Parks Maintenance staff, with the assistance of the Honolulu Police Department, conducted more than 25 Stored Property Ordinance enforcements to remove items illegally stored in the parks and utilizing the Park Closure rules to reduce vandalism and other criminal activities.



## DEPARTMENT OF PLANNING AND PERMITTING

George I. Atta, Director  
Arthur D. Challacombe, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Planning and Permitting (DPP) is responsible for the City and County of Honolulu's long-range planning; community planning efforts; transit-oriented development; administration and enforcement of ordinances and regulations governing the development and use of land; various codes pertaining to the construction of buildings; and city standards and regulations pertaining to infrastructure requirements. The department is comprised of eight groups, including the Administrative Services Office, Honolulu Land Information System, Customer Service Office, Planning, Transit Oriented Development, Land Use Permits, Building, and the Site Development divisions that conduct planning, zoning, and permit issuance for the city, and also manage the Geographic Information System (GIS) used by various governmental agencies and private businesses. The department provides administrative support for the following commissions, boards, and committees:

- The Planning Commission, the Zoning Board of Appeals, the Building Board of Appeals, and the Design Advisory Committee.

### MISSION

DPP's mission is to provide the public with efficient, timely service that is responsive and effective in guiding development to protect our unique resources and environment; provide livable neighborhoods that are compatible to their adjacent communities; provide a community that is responsive to the residents' social, economic, cultural, and recreational needs; and ensure the health and safety of our residents.

### HONOLULU LAND INFORMATION SYSTEM (HoLIS)

#### POWERS, DUTIES, AND FUNCTIONS

This organization provides coordination, management, and oversight of the city's Geographic Information System (GIS) and the maintenance of geospatial data required by almost all city departments. HoLIS is also responsible for managing and maintaining the department's Automated Permit Tracking and Management System (AutoPermits), commonly referred to as POSSE.

### ACCOMPLISHMENTS

- Permit system enhancements
  - HonLINE expansion
  - ePlan deployment
  - Bill 70 fee modifications
  - New building site plans and addressing
  - Online payment of plan review fee
- Age Friendly City (AFC) internet web maps

- Street rehabilitation status maps
- Transit-oriented Development (TOD) planning and mapping support
- Bike path plan web maps and open data
- GIS website enhancements and data updates
- Microfilm scanning and digital document retrieval
- Storm drain facility inventory and National Pollutant Discharge Elimination System (NPDES) data updates
- Emergency Operations Center (EOC) tsunami evacuation planning maps
- EOC situational awareness viewer upgrades
- Honolulu Fire Department (HFD) building footprint edits and updates
- GIS and POSSE system infrastructure improvements

### CUSTOMER SERVICE OFFICE (CSO)

#### POWERS, DUTIES, AND FUNCTIONS

The Customer Service Office (CSO) operates a consolidated permit counter to handle customer inquiries about various permit requirements and forms; processes residential and other minor permits; intakes permit applicants/plans to be routed to other appropriate divisions; collects all permit fee payments; operates as the department's information center that maintains historical and current records pertaining to the city's properties and permits, which are also available for the general public's use; administers the code enforcement civil fine program; inspects existing buildings, apartments, dwellings, and structures in response to customer complaints, requests for investigation for possible violations of various codes, requirements, rules, and regulations; and processes referrals from other government agencies to inspect establishments in conjunction with its programs for licensing. The CSO is comprised of five branches: Permit Issuance, Data Access and Imaging, Code Compliance, Residential Code Enforcement, and Commercial and Multi-family Code Enforcement.

### ACCOMPLISHMENTS

#### Permit Issuance Branch:

- Issued 23,391 building permits, which generated a total construction valuation of \$2,210,539,417
- The total number of permits issued to install solar products was 2,455, creating the total construction valuation of \$319,152,919 for this fiscal year.
  - Solar permits and other types of residential permits continue in popularity with the public. The department's internet permitting program, HONLine, allows customers to apply, pay, and print more types of minor permits from home or the job site, using the internet.

### **Data Access and Imaging Branch (DAIB):**

- DAIB utilizes its consolidated historical permit record archive system to service the customer with a high volume of retrieval, reproduction, and distribution. In addition to staff-generated research for customer reporting, the branch provides customer access to computer terminals to allow direct, self-help access to property data maintained in the city's land use management and optical records system. During Fiscal Year 2014, phone requests increased by 30 percent, file retrievals increased by nearly 50 percent, and subpoenas received and processed increased by approximately 25 percent.

### **Code Compliance Branch:**

- In FY 2014, the department's inspectors issued 2,589 Notices of Violation (NOV) for non-compliance with the city's ordinances and codes. Of these NOV, 348 were referred to the Code Compliance Branch for issuance of Notices of Order (NOO), to include assessed civil fines. Of the 348 NOO issued, 157 cases have been corrected and closed; and 191 cases remain active (either the violations are corrected but the civil fines remain outstanding, or the violations are not corrected and the associated civil fines are not paid). The correction rate for the NOV issued during the fiscal year is 72 percent, and the amount of civil fines collected was \$1,140,296.

### **Residential Code Enforcement Branch:**

- During FY 2014, Residential Code Enforcement Branch inspections in response to complaints resulted in the issuance of approximately 1,500 NOV. Although the citations issued for most categories of inspections were within 10 percent of the numbers reported in FY 2013 for vacant lot litter and overgrowth violations, the number of citations increased by more than 50 percent. This trend prompted the City Council to adopt an ordinance increasing the amount of civil fines assessed to property owners for this category of violation.

### **Commercial & Multi-family Code Enforcement Branch:**

- During FY 2014, 62 condominium conversions were completed with inspections on approximately 230 structures.

## **PLANNING DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

Prepare and update the Oahu General Plan and long-range regional development plans; represent the city in state land use boundary amendments for parcels greater than 15 acres; process applications for state land use boundary amendments for parcels equal to or less than 15 acres, Public Infrastructure Map (PIM) amendments, zone changes, state special use permit requests, and zoning district boundary adjustments; monitor and administer conditions of approval associated with the above actions, including affordable housing and urban design plan requirements; develop community-based special area plans for neighborhoods where more localized planning is desired; develop the city's Transit-oriented Development (TOD) program, which includes developing community-based neighborhood plans in conjunction with rail transit and developing increased public awareness of the benefits of TOD; review the Executive Capital Improvement Program and Budget for conformance to the General Plan and development plans; prepare an annual re-

port of the current status of land use and other data pertinent to the implementation of development plans; develop land use forecasting models to prepare forecasts of population, housing, and employment based on land use policies expressed in the Oahu General Plan and the Development Plans, which are used as the basis for the Oahu Regional Transportation Plan and other long-range infrastructure master plans; provide assistance to the Oahu Metropolitan Planning Organization (OMPO) with respect to land use and population planning issues, and participate on various standing and *ad hoc* OMPO committees; and as the city's liaison to the U.S. Bureau of Census, maximize accuracy and completeness of the decennial census; and develop products to make the census data relevant to planning applications and more useful to the public. The division is comprised of four branches: Community Planning, Development Plans and Zone Changes, Planning Research, and Policy Planning.

### **ACCOMPLISHMENTS**

**Development of the TOD program.** There will be a total of eight neighborhood TOD plans, each one covering one to three rail station areas. Neighborhood TOD plans in pre-final form include: East Kapolei (three stations), Kalihi (three stations), and Downtown (three stations). The status of the other five plans are:

- The Waipahu Neighborhood TOD Plan (two stations) was adopted by the City Council under Resolution 14-47, CD1.
- The Aiea-Pearl City Neighborhood TOD Plan (three stations) was transmitted by the Planning Commission to the City Council in April 2014, recommending approval as Resolution 14-71.
- The public review draft of the Ala Moana Neighborhood TOD Plan was prepared for distribution as of June 2014.
- Preparations to begin the planning process for the Airport Plan (three stations) and Aloha Stadium were underway as of June 2014.

With near completion of the neighborhood planning processes, focus is turning to implementation. A key to timely implementation is good coordination and cooperation from key agencies. To that end, weekly meetings are held by a TOD subcommittee of city department heads, including HART representatives, to move TOD to the forefront. A key topic is coordination of regional infrastructure upgrades.

- With support from a \$2.3 million grant received from U.S. Housing and Urban Department (HUD), the department is developing consistent affordable housing strategies for the transit corridor for areas to be up-zoned, and for the island of Oahu in general.
- In partnership with other city agencies and state agencies, the TOD program is developing catalytic projects that will incentivize private sector developments in key TOD neighborhoods. Projects include Pearlridge Transit Center and Plaza, Kapalama Canal revitalization, and Blaisdell Center master plan, as well as upgrades to sidewalks, bikeways, and roads connecting to the rail stations.
- Exploration of value capture strategies and creative financing tools to support good TOD projects are continuing.
- Hosted a TOD Symposium on November 16, 2013

- The department received a \$400,000 U.S. Environmental Protection Agency (EPA) grant to help with planning and clean up of sites needing remediation, primarily located within the transit corridor.

The department processed the first development agreement in conjunction with a zone change for an Aiea property formerly occupied by Kam Drive-In. The Development Agreement was adopted under Resolution 14-30. This may be the first TOD project to be constructed.

The department continues its active social media presence. It has an updated TOD website, Facebook page, and a Twitter account. Public interest and followers have been steadily growing. The division performed the following major activities:

	FY 2012	FY 2013	FY 2014
<b>State Land Use Boundary Amendments</b>			
Preliminary reviews.....	0	1	1
Supplemental petitions processed .....	1	2	4
Amendments greater than 15 acres processed.....	2	0	0
Amendments of 15 acres or less processed .....	0	2	0
<b>Zone Changes</b>			
Zone change applications processed....	4	11	14
Applications rejected.....	0	2	2
Application approved by City Council..	1	3	9
Applications denied.....	0	0	0
Special Use Permit (SUP) applications processed.....	6	6	0
Applications accepted .....	3	1	0
Amendments approved by Planning Commission.....	1	0	0
<b>Zoning District Boundary Adjustments (ZDBA)</b>			
ZDBA requests processed .....	3	3	0
Requests approved.....	3	3	0
Unilateral Agreement Compliance Permit reviews.....	278	306	246
Affordable Housing agreement reviews/approval.....	6	6	13
Affordable Housing household eligibility certifications.....	28	37	17
<b>PIM revisions and project reviews</b>			
Requests processed.....	1	2	1
<b>Environmental Documents</b>			
Environmental documents reviewed..	25	31	35
Draft or Final Environmental Assessments.....	13	16	23
Environmental Impact Statements (EIS) and EIS prep notices .....	7	3	4
Pre-Consultation presentations for Environmental Assessments.....	5	12	8
<b>Budget Reviews</b>			
Executive Branch projects reviewed..	169	153	180
BWS projects reviewed.....	154	150	158

## Planning Commission

The Planning Commission performed the following major activities:

	FY 2012	FY 2013	FY 2014
Meetings held.....	17	17	11
Actions taken.....	4	4	16

## LAND USE PERMITS DIVISION (LUPD)

### POWERS, DUTIES, AND FUNCTIONS

The LUPD is responsible for administering the Land Use Ordinance (LUO) and other regulations pertaining to land use in the city. The division reviews, prepares, and processes amendments to the LUO; coordinates interpretations, clarifications, and inquiries concerning LUO regulations; processes zoning clearances and confirmations; and reviews and processes all LUO-based permit applications. Its responsibilities also include urban design (e.g., special district permits and street trees); temporary use approvals; the city's sign regulations; and processing zoning variances to the use, development, and design standards of the LUO.

The division has the responsibility of coordinating with the state and other counties concerning the regulatory aspects of the state's Coastal Zone Management (CZM) law, Hawaii Revised Statutes (HRS) Chapter 205A; and, interprets, administers, and processes the permits required by the Special Management Area (SMA) and Shoreline Setback Ordinances, and the department's Part 2 Rules Relating to Shoreline Setbacks and the SMA. The LUPD also reviews and processes environmental disclosure documents (environmental assessments and impact statements) required by HRS Chapter 343 and Revised Ordinances of Honolulu (ROH) Chapter 25.

In addition to its land use and CZM responsibilities, the LUPD reviews and processes applications for exemptions to planning, zoning, and construction-related standards for eligible affordable housing projects, pursuant to HRS Chapter 201H-38. The division also reviews applications for building permits, subdivisions, and construction approvals whenever there are questions concerning compliance with the various land use and CZM regulations it administers, and consistency with the permits it has issued. It also represents the director during public and contested case hearings related to the land use and CZM matters that it administers. The division is comprised of three branches: Land Use Approval, Urban Design, and Zoning Regulations and Permits.

### ACCOMPLISHMENTS

During FY 2014, the LUPD processed and/or initiated the following LUO amendment proposals:

- A council-initiated bill to allow dance and music schools in industrial districts (Resolution No. 13-245)
- A departmental bill to establish an interim planned development permit for catalytic projects within the TOD areas of the city, which was adopted as Ordinance No. 14-10
- A bill to increase LUO and CZM permit fees, and establish permit application review fees, which was adopted as Ordinance No. 14-4



- Drafting LUO amendments to establish special district and other zoning regulations for the implementation of TOD.

Additionally, the division accepted the Supplemental Environmental Impact Statement for the Turtle Bay (Kuilima) Resort and assisted in the successful efforts between the developer and the state to set aside substantial resort land for preservation. The LUPD also continued its participation with the state's Clean and Sober Homes Task Force, which culminated in the adoption of Act 193 (14), establishing a registry for clean and sober homes in the State of Hawaii.

For FY 2013 and FY 2014, new assignments received and processed by the LUPD are summarized below:

	FY 2013	FY 2014
Total new assignments.....	1,266	1,282
New permits.....	410	337
Minor modifications to existing permits.....	199	217
CZM-related assignments.....	182	168
Zoning clearances/confirmations.....	105	107
Average number of new assignments per day.....	4.63	5.09

### Zoning Board Of Appeals (ZBA)

The ZBA is authorized by Section 6-1517 of the Revised Charter of the City and County of Honolulu 1973 (2000 Edition). The ZBA is governed by the provisions of Section 13-103 of the Revised Charter. The ZBA hears and determines appeals to actions by the director relating to the zoning and subdivision ordinances, and any rules and regulations adopted pursuant thereto. The powers and duties of the ZBA are to hold contested case hearings in conformity with the applicable provisions of Sections 91-9, 91-10, and 91-11, HRS. It shall sustain an appeal only if the ZBA finds that the director's action was based on an erroneous finding of a material fact, or that the director had acted in an arbitrary or capricious manner, or had manifestly abused discretion.

The Zoning Board of Appeals performed the following major activities:

	FY 2012	FY 2013	FY 2014
Meetings.....	14	12	14
Appeals of director's actions.....	8	10	3
- Withdrawn or Invalid.....	3	5	8
- Upheld Appeal.....	1	0	0
- Denied Appeal.....	2	4	6

## BUILDING DIVISION

### POWERS, DUTIES, AND FUNCTIONS

Administer and enforce the Building, Electrical, Plumbing, Housing, Zoning Codes, and the energy conservation ordinance, sidewalk, driveway, grading and other related ordinances and regulations in conjunction with permit applications. Review permit applications, plans, specifications, and calculations for compliance with the above codes, and provide technical support to the Customer Service Office in their review of permit applications. Performed inspections to verify compliance with the above codes, regulations, and ordinances. Investigate complaints or reports of violations pertaining to projects where a building permit is required or has been issued. The division is comprised of five branches: Building Code, Electrical Code, Mechanical Code, Research, and Zoning Plan Review.

## ACCOMPLISHMENTS

There has been an increase in online processing of building permits over the last two fiscal years. The net result has been improved customer service to the public. Third-party review processing of commercial projects is a major component of this process, and this has steadily increased. Approximately one-third of the commercial building permits, or 800 building permits, are issued each year via a third-party review. This private-public cooperation provides the public the option of using a certified third-party building code review in lieu of city staff for the building permit issuance. This approach serves as a back-up to permit processing when there is a shortage of city plan review staff for commercial jobs.

## SITE DEVELOPMENT DIVISION

### POWERS, DUTIES, AND FUNCTIONS

The Site Development Division is responsible for the review, approval, and inspection of new subdivisions and their associated improvements; proposed infrastructure improvements necessary to support new development such as streets, utilities, bridges, drainage, flood control, street lights, traffic signs and markings; work within the city's rights-of-way; improvements to existing city infrastructure; and grading work. The division is comprised of four branches: Civil Engineering, Subdivision, Traffic Review, and Wastewater.

## ACCOMPLISHMENTS

### Civil Engineering Branch

This fiscal year's performance summary as compared to the previous year is shown below:

	FY 2013	FY 2014
Construction plan submittals received.....	1,347	1,403
Preliminary subdivision applications reviewed.....	244	232
Other reviews.....	168	193
Drain connection permits issued .....	60	53
Drain connection and dewatering permit fees.....	\$7,800	\$7,600
Grading permits issued (Includes grubbing and stockpiling).....	628	587
Trenching permits issued.....	1,320	1,318
Permit fees collected.....	\$302,260	\$336,084
Major complaints investigated/reports prepared (Non-permit-related).....	1,387	1,593
Notices of violation and order for grading (includes grubbing & stockpiling) Violations issued..	36	51
Permit inspections.....	24,516	25,036
Subdivisions/ordinance No. 2412 Projects inspected .....	84	73
Building permits reviewed.....	2,846	2,746
Encroachment variance applications reviewed.....	118	99
Encroachment authorization fees collected.....	\$11,800	\$10,300



### Subdivision Branch

This fiscal year's performance summary as compared to the previous year is shown below:

	FY 2013	FY 2014
Subdivisions/Consolidations/Easements/Site Development Plans		
Applications received .....	224	221
Actions taken .....	515	471
Withdrawn or closed .....	24	8
Rejected (Incomplete).....	1	2
Approved by director .....	132	117
Denied by director .....	0	0
Park Dedication Applications		
Application received .....	40	32
Withdrawn or closed .....	0	1
Rejected (Incomplete).....	0	0
Approved by director .....	24	19
Denied by director .....	0	0
Flood Variances		
Application received .....	1	4
Withdrawn or closed .....	0	0
Rejected (Incomplete) .....	0	0
Approved by director .....	0	3
Denied by director .....	0	0
Other Applications Processed		
Street name applications .....	6	5
Flood determinations .....	0	0
Miscellaneous correspondence .....	79	67
Plans Received		
Construction plans (includes grading plans) .....	265	298

### Traffic Review Branch

This fiscal year's performance summary as compared to the previous year is shown below:

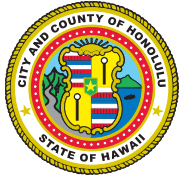
	FY 2013	FY 2014
Construction plans reviewed/approved .....	814	768
Land Use permits/projects reviewed .....	348	362
Building permits approved .....	237	241
Subdivision applications reviewed .....	326	312
Road-widening setback inquiries.....	804	793
Construction and bond estimate certifications .....	9	6

### Wastewater Branch

This fiscal year's performance summary as compared to the previous year is shown below:

	FY 2013	FY 2014
Sewer connection permits issued.....	523	474
Preliminary subdivision plans reviewed.....	157	221
Subdivision/Development construction plans reviewed .....	624	510
Sewer adequacy studies conducted.....	934	959
Ohana applications reviewed .....	32	40
Adequacy and private developments evaluated.....	62	101
Master plans evaluated/engineering reports.....	7	9

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## HONOLULU POLICE DEPARTMENT

**Louis M. Kealoha**, Chief of Police  
**Dave M. Kajihira**, Deputy Chief of Police  
**Marie A. McCauley**, Deputy Chief of Police

### POWERS, DUTIES, AND FUNCTIONS

The Honolulu Police Department (HPD) serves as the primary law enforcement agency for the island of Oahu. The Chief of Police directs the operation and administration of the department and is responsible for the following:

- Preservation of the public peace
- Protection of the rights of persons and property
- Prevention of crime
- Detection and arrest of offenders against the law
- Enforcement and prevention of violations of state laws and city ordinances
- Service of processes and notices in civil and criminal proceedings

### MISSION

The men and women of the Honolulu Police Department are dedicated to providing excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life in our community. Officers and staff are committed to the principles of

- INTEGRITY
- RESPECT
- FAIRNESS

### BUILDING RELATIONSHIPS WITH THE COMMUNITY

When programs are built together by the police and community, they enable residents and law enforcement to communicate, collaborate, and work together to build safer, more caring communities. As a result, there is a better exchange of information, and the public gains a better understanding of law enforcement.

### ACCOMPLISHMENTS

#### "Ask HPD" Airs on KHON-TV

The HPD partnered with local television station KHON2 to air public service messages and provide pertinent information to the public. "Ask HPD" is aired every Wednesday on KHON2's morning show, "Wake Up 2day." The public can send their questions to the HPD via Facebook, Twitter, Google+, or Instagram web sites. Questions can also be electronically mailed directly to the HPD at [askhpd@honolulu.org](mailto:askhpd@honolulu.org).

#### Project Community Lokahi to Enrich our Aina Now (CLEAN)

The HPD initiated and participated in 29 Project CLEAN events with various community groups throughout Oahu in FY 2014. The project is in its third year and continues to

successfully encourage and maintain strong community partnerships, increase neighborhood pride, and discourage crime.

### Traffic Enforcement Programs That Make A Difference

The HPD continued its Safer Roads Campaign, which is an ongoing effort by the department and community groups to reduce the rate and severity of traffic collisions. Efforts to deter hazardous driving ranged from speed enforcement in affected corridors to monitoring places where racers congregate. In FY 2014, the number of accidents resulting in fatalities dropped 12 percent compared to the previous year.

The District 8's (Waianae) Directed Enforcement Unit (DEU) addresses property and other crimes through traffic enforcement in areas of high criminal activity, identified by the Crime Analysis Unit. The DEU was directed to specific hotspots during key times of the day. The DEU's work led to 87 felony arrests and 2,145 citations. In addition, there was an approximate 11 percent decrease in property crimes in District 8 as compared to the previous year.

In FY 2014, District 6 (Waikiki) implemented Operation Hammer Head, an aggressive Operating a Vehicle Under the Influence of Intoxicants (OVUII) enforcement campaign due to an islandwide spike in alcohol- and speed-related collisions. During the fiscal year, District 6 made 586 OVUII arrests and issued 1,578 speeding citations.

### New Duty Weapons for the Department

The HPD is in the process of transitioning all department-issued 9mm handguns from the current Smith and Wesson 5906 to the Glock 17 Gen4. By August 2014, 1,500 officers will have made the switch after attending a two-day course to qualify them for the new duty weapon. The transition is anticipated to be completed for all officers by the end of 2014.

### Next Generation 911 Initiative

Hawaii's Enhanced 911 Board allocated \$2.7 million for the project to update location and mapping data for the HPD and the civilian Public Safety Answering Points (PSAP) on Oahu. The federally mandated updates include better geographic and mapping data to aid in reducing response times. This project is ongoing and is anticipated to be completed in 2016.

The HPD completed installation of the Intrado VIPER system, the department's NG911 system. The new system is an Internet Protocol-based network that will allow the HPD to service incoming 911 calls via text message, photograph, and video stream.

The Communications Division received 976,411 calls for service, of which 799,074 (81 percent) were for police services. The division's operators routed 31,166 calls to the Honolulu Fire Department; 90,677 calls to the Emergency Medical Ser-

vices Division and 327 calls to the Ocean Safety and Lifeguard Services Division, Honolulu Emergency Services Department; and 55,167 calls for miscellaneous services\*.

#### **CALLS FOR SERVICE**

<b>Departments</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% Change</b>
HPD	701,604	799,074	13.8%
HFD	60,736	31,166	-48.6%
EMS	86,697	90,677	4.5%
OSLS	N/A	327	N/A
Miscellaneous	147,893	55,167	-62.6%
<b>Total</b>	<b>996,930</b>	<b>976,411</b>	<b>-2.0%</b>

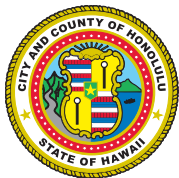
Source: Hawaiian Telcom

\*Miscellaneous calls include, but are not limited to, calls transferred to the HPD's alternate call center; Poison Center; ACCESS (Suicide and Crisis); and neighbor island dispatch centers.

#### **CrimeStoppers Honolulu**

By engaging the public, CrimeStoppers Honolulu assists the HPD's efforts to identify offenders, locate wanted persons, and recover stolen or illegal items. In FY 2014, CrimeStoppers Honolulu received 553 tips that assisted in 77 arrests and the closure of 136 cases.

The CrimeStoppers Honolulu's networking has been expanded to social media, which posts information relating to unsolved crimes, missing persons, bank crimes, sex offenders, school programs, and other topics of interest. CrimeStoppers Honolulu also expanded to include Student CrimeStoppers and Animal CrimeStoppers.



## DEPARTMENT OF THE PROSECUTING ATTORNEY

Keith M. Kaneshiro, Prosecuting Attorney

### POWERS, DUTIES, AND FUNCTIONS

The Department of the Prosecuting Attorney (PAT) prosecutes violations of statutes, ordinances, and regulations within the City and County of Honolulu for which there are criminal sanctions.

PAT represents the people and the State of Hawaii in criminal proceedings in District Court, Circuit Court, and Family Court, as well as appeals heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. The office also provides advocacy services for victims of crime.

The office comprises approximately 110 deputy prosecutors and 220 support staff, which includes clerical workers, investigators, and victim-witness counselors, assigned to various divisions.

#### Appellate

Represents the state in matters heard by the Hawaii Intermediate Court of Appeals and Hawaii Supreme Court. Appellate deputies also provide case research and reference assistance to the office.

#### Career Criminal

Prosecutes cases involving defendants who commit felonies while on probation or parole. These repeat offenders are subject to mandatory minimum sentences if convicted.

#### Domestic Violence

Separate units prosecute felony cases such as sex assault and spousal abuse, and misdemeanor crimes such as abuse, complaints, or violations of restraining orders.

#### Elder Abuse

Prosecutes felony crimes against victims over age 60. Deputies also provide educational outreach to seniors at fairs and expos, as well as through group presentations and guest appearances on local radio programs.

#### Juvenile

Handles cases in Family Court involving defendants under the age of 18.

#### Misdemeanor and Traffic

Processes cases involving lesser criminal violations and motor vehicle infractions. Deputies are assigned to district courts in Honolulu, Pearl City, Kaneohe, Wahiawa, and Kapolei.

#### Screening and Intake

Deputies meet with police during and after criminal investigations to determine if charges are to be filed, what charges are appropriate, or whether prosecution should be declined.

### Trials

Deputies prosecute cases in Circuit Court. These include murder, manslaughter, robbery, burglary, assault, identity theft, and computer crimes.

### Investigative Services

Provides security for department personnel and facilities, locates material witnesses, serves warrants and subpoenas, and conducts investigations for selected cases being prepared for trial.

### Victim/Witness Kokua

Provides support services for victims of crime and helps guide victims and witnesses through the judicial process. Pono, Hawaii's first trained courthouse dog who works with child victims, is a member of this important division.

### MISSION

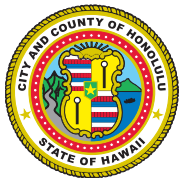
The mission of the Prosecuting Attorney's office is to protect and ensure public safety and order through effective, efficient, and just prosecution.

### ACCOMPLISHMENTS

- Installed new case management system that will result in a paperless and file-free office, with all documents stored electronically and available to deputies in court through laptops
- Identified and entered into negotiations for property that will become the Honolulu Family Justice Center. The project has received a unanimous vote of support from the Makiki Neighborhood Board.
- Continued to provide deputies with high-quality relevant training, including *Interviewing Child Witnesses* by Thomas Lyon; *Forfeiture by Wrongdoing* by Scott Kessler; *DNA 101* by Charlotte Word; *Child Sex Abuse and DV* by John Myers; and *Digital Evidence* by Jonathan Fairtlough
- Launched a collaborative law enforcement crackdown on gambling devices in Honolulu, resulting in several operations shutting down voluntarily
- Won a conviction in a cold-case murder of an 81-year-old widow in 1989. A jury found Gerald Austin guilty of strangling Edith Skinner in her apartment, and the office successfully argued that he be sentenced to life without the possibility of parole.

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## DEPARTMENT OF TRANSPORTATION SERVICES

Michael D. Formby, Director  
Mark N. Garrity, AICP, Deputy Director

### POWERS, DUTIES, AND FUNCTIONS

The Department of Transportation Services (DTS) is responsible for the multimodal movement of people and goods on roadways; public transit systems (TheBus and TheHandiVan); bicycle and cycle tracks/lanes/paths; intermodal facilities and operations with rail; traffic control systems; traffic safety; rules and regulations for city-owned streets and roadways; "Complete Streets" implementation; and the design and construction of transportation facilities and systems. Chapter 17, Section 6-1703 of the Revised Charter of the City and County of Honolulu delegates the following responsibilities to the department:

- a) Plan, operate, and maintain public transportation systems to meet transportation needs in accordance with the general plan and development plans, and advise on the design and construction thereof
- b) Locate, select, install, and maintain traffic control facilities and devices
- c) Provide educational programs to promote traffic safety
- d) Promulgate rules and regulations pursuant to standards established by law

### MISSION

The department's goal is to provide greater safety for all modes of transportation and increased quality of life for residents, incorporating Complete Streets principles that provide balance between travel modes such as motor vehicles, bicycles, and pedestrians into the planning, design, and construction of city transportation facilities and projects, including the city's Transit-oriented Development (TOD) plans and projects.

### TRANSPORTATION COMMISSION

#### POWERS, DUTIES, AND FUNCTIONS

The Transportation Commission provides DTS with guidance on its administration and operations, and recommends appropriate changes to public transit fare structure.

1. The transportation commission shall:
  - (a) Adopt rules for the conduct of its business
  - (b) Evaluate at least annually the performance of the Director of the Department of Transportation Services and, if appropriate, make recommendations to address the results of the evaluation
  - (c) Review and make recommendations on rules concerning the administration and operation of the Department of Transportation Services
  - (d) Review and make recommendations on the annual budget prepared by the Director of the Department of Transportation Services
  - (e) Receive, review, and make recommendations on complaints regarding the systems, programs, and

facilities under the Department of Transportation Services

- (f) Recommend changes to the public transit fare structure when deemed necessary and appropriate
- (g) Review and make recommendations concerning the performance of public transit and other transportation system contractors under the jurisdiction of the Department of Transportation Services
- (h) Submit an annual report to the Mayor and City Council

The commission shall make the recommendations authorized under this subsection to the Director of the Department of Transportation Services, Mayor, and Council.

2. Except for purposes of inquiry, neither the transportation commission nor its members shall interfere in any way with the administrative affairs of the Department of Transportation Services (Reso. 95-205).

### ACCOMPLISHMENTS

- A new chair was selected by the administration and confirmed by City Council
- All commission vacancies were filled and five meetings were conducted in Fiscal Year 2014, providing the public an opportunity to present input on agenda topics
- Submitted draft rule changes to the city's Corporation Counsel (COR)
- Reviewed proposed legislation concerning the administration and operation of DTS, such as Bill 69 involving bus advertising for revenue generation
- Created an *ad hoc* committee to respond to the Oahu Metropolitan Planning Organization's request for comment on the Overall Work Program involving multimodal transport systems for transit-oriented development contributing to Complete Streets and an age-friendly City and County of Honolulu
- Created a commission subcommittee for the commission's annual report
- Created a commission subcommittee to review and make recommendations on complaints involving DTS systems, programs, and facilities
- Evaluated the performance of the DTS Director
- Continued ongoing review concerning the performance of public transit and other transportation system contractors
- Made recommendations on the DTS annual operating and capital improvement budgets for FY 2015
- Made recommendations as to the public fare structure related to the University Bus Pass Program (U-PASS) as necessary and appropriate

## TRANSPORTATION PLANNING DIVISION

### POWERS, DUTIES, AND FUNCTIONS

The Transportation Planning Division provides transportation planning and federal financial funding resources. The division consists of three branches: Regional Planning, Federal Compliance, and Planning Studies.

- **Regional Planning Branch.** Coordinates, reviews, and comments on transportation and environmental studies for consistency with multimodal principles, traffic congestion mitigation, and roadway safety elements
- **Federal Compliance Branch.** Funds and supplements the city's transportation improvements with federal dollars. Projects seeking federal assistance must first be qualified, vetted, and programmed in the Transportation Improvement Program and State Transportation Improvement Program
- **Planning Studies Branch.** Collects, organizes, and evaluates pertinent and measurable transportation data necessary to conduct traffic analysis, formulate capacity demands, and initiate safety measures such as traffic signals, crosswalks, and speed limits

### ACCOMPLISHMENTS

- Coordinated multimodal concepts and connectivity in the planned transit-oriented development areas such as Kakaako
- Programmed several projects for federal funding which included intersection and roadway improvements, traffic signals, bus acquisition, bus stop improvements, bicycle projects, and Joint Traffic Management Center (JTMC)
- Satisfied the Federal Disadvantaged Business Enterprise and Equal Employment Opportunity goals and commitments
- Initiated more than 75 traffic data and speed study reports, resulting in safer roadways and intersections
- Reviewed approximately 150 reports regarding environmental assessments, traffic impact assessments, and development studies emphasizing Complete Streets concepts and multimodal approaches and connectivity
- Assisted in the application and selection of Diamond Head Road and Waikiki into the Hawaii Scenic Byways Program
- Incorporated new pedestrian, bicycle, and vehicular transportation projects into the Transportation Improvement Program, resulting in approximately \$14 million in new federal highway fund and \$35 million in transit funds, to maintain and purchase new buses and Handi-Vans
- Included the Kapalama Transit-oriented Development project in the Overall Work Program, qualifying for 80 percent matching federal dollars to guide its regional multimodal transportation network
- Gained a 25 percent revenue growth with smart parking meters over the previous coins-only parking meter revenue stream; continuing to monitor the efficiency and profitability of this credit card payment option while evaluating customer service initiatives and revenues for on-street and off-street parking

- Recaptured an additional \$11 million of federal transit funds from residual balances to buy additional buses and Handi-Vans

## TRAFFIC ENGINEERING DIVISION

### POWERS, DUTIES, AND FUNCTIONS

The Traffic Engineering Division conducts studies and analysis to promote the safe, efficient, and effective use and operation of the city's streets, roadways, and appurtenant facilities; coordinates and implements engineering programs and projects to improve traffic flow and safety; prepares and processes legal schedules in accordance with the traffic code; administers the city's bikeway, pedestrian safety and traffic safety and education programs; and administers the school traffic safety committee.

### ACCOMPLISHMENTS

- Completed 1,448 work orders, including requests and complaints from individuals, public and private organizations, businesses, and government agencies
- Conducted more than 100 maintenance investigations to ensure the high quality of traffic control devices
- Installed traffic engineering improvements, such as pedestrian crossing improvements at Seaside Avenue and Aloha Drive, Liliha Street and Ekekela Street, Paa Street and Ahua Street, Queen Street and Waimanu Street, as well as "in-street pedestrian crossing" signs along Keaunui Drive in the vicinity of Holomua Elementary School
- Installed localized traffic engineering improvements, including Oahu's first back-in angled parking stalls, to address speeding and pedestrian safety concerns along Ulune Street in Aiea
- Assisted with the installation of a new traffic island at the intersection of Ala Napunani Street and Ala Hahanui Street
- Completed a significant segment of the construction of Kapolei Parkway Urban Core 5, a federal aid Capital Improvement Project (CIP)
- Initiated construction on various CIP projects, including traffic improvements at various locations, such as the intersection between Waiakamilo Road and Dillingham Boulevard
- Conducted the "Be Safe, Be Seen" Halloween Pedestrian Safety Campaign in Honolulu's elementary schools
- Hosted pedestrian safety booths at 14 fairs and community events with over 10,500 visitors
- Conducted 11 safety presentations at various senior living facilities and senior groups, reaching 250 seniors
- Promoted the city's "Ped Man" safety campaign to 2,733 elementary school students
- Completed construction of the Kealaolu Avenue Shoulder Improvements CIP project
- Initiated a new federal aid CIP project widening the Civic Center bike path
- Installed the city's first "Fix-it" bike repair station, located in front of the Frank F. Fasi Municipal Building



DTS installed Oahu's first back-in angled parking stalls to address speeding and pedestrian safety concerns along Ulune Street in Aiea.



DTS installed the city's first "Fix-it" bike repair station at the Fasi F. Fasi Municipal Building, allowing bicyclists to make minor repairs while on the go.

## TRAFFIC SIGNALS AND TECHNOLOGY DIVISION

### POWERS, DUTIES, AND FUNCTIONS

The Traffic Signal and Technology Division designs, implements, operates, and maintains the safe and efficient use and operation of city and state traffic signals on Oahu. The division also administers, inspects, and establishes roadway traffic controls for construction activities, parades, and special event road closures that occur on city streets. The division is

responsible for the Honolulu's Traffic Management Center and implementation of Intelligent Transportation Systems (ITS), a program that improves traffic mobility by employing technology to improve the efficiency of existing roadways.

### ACCOMPLISHMENTS

- Completed the design of the city's Joint Traffic Management Center (JTMC), with construction scheduled to start in 2015. The JTMC will provide a secure, protected, data-rich, collaborative environment for transportation, public safety, and emergency management personnel to partner in transportation, transit, public safety, and emergency management services.
- Installed two new traffic signals and upgraded two signalized intersections
- Expanded traffic camera and signal communication to Waialeale/Waipio area
- Broadcasted live and up-to-date radio traffic reports from the Traffic Management Center
- Implemented traffic control for various First Amendment marches
- Reviewed and issued 9,062 usage permits
- Reviewed and issued 106 parade/block party permits
- Reviewed and issued 164 oversize/overweight permits
- Reviewed and issued 81 bike/run permits
- Reviewed and issued 12 First Amendment permits
- Responded to and repaired approximately 6,942 traffic signal malfunctions and operational reports
- Field inspected and performed interim adjustments of signal operations for 147 intersections

## PUBLIC TRANSIT DIVISION

### POWERS, DUTIES, AND FUNCTIONS

The Public Transit Division (PTD) is responsible for oversight of the city's public transit system, including both TheBus and TheHandi-Van. PTD is comprised of three branches:

- **Fixed Route Operations Branch** monitors performance and provides policy guidance and direction for TheBus. This branch oversees activities that promote transit ridership, compliance with civil rights requirements, and coordinates transit safety and security programs.
- **Paratransit Operations Branch** monitors performance and provides policy guidance and direction for TheHandi-Van and the Americans with Disabilities Act (ADA) complementary paratransit service for persons with disabilities who are functionally unable to independently use TheBus. This branch also oversees the city's Human Services Transportation Coordination Program, which supports transit-related activities addressing the needs of senior citizens, low-income households, and persons with disabilities.
- **Facilities and Equipment Branch** procures all vehicles and equipment used to operate and support TheBus and TheHandi-Van services. This branch also oversees the construction of new bus facilities, and the maintenance and improvement of existing facilities.



## ACCOMPLISHMENTS

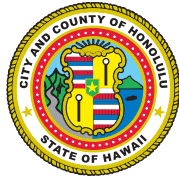
- **TheBus Service Improvements.** Realigned and extended Routes 80, 80A, and PH6 in upper Hawaii Kai. Routes 501 and 504 in Central Oahu underwent service expansion and enhancement in light of the discontinuation of service by the Mililani Trolley. Route 41 (Kapolei to Ewa Beach) was extended to provide service to the Kanehili Hawaiian Homes subdivision.
- **Multimodal Transit Fare Collection Study.** PTD commenced work with HART on the development of specifications for an electronic fare media (“smart card”) fare collection system for the bus-rail intermodal transit system.
- **TheBus Transfer Rules.** Updated the transfer policies for cash-paying riders to reduce the fraudulent use of transfer slips and reinforce the one-way trip policy.
- **Transit Security.** Continued ongoing training for transit personnel in safety/security/emergency preparedness and participation in community-based emergency preparedness fairs/events. Completed final phase of the Mobile Video Surveillance System (MVSS) project that installed cameras on a total of 302 buses. The specifications for all new bus purchases include the MVSS.
- **Ala Moana Shopping Center Construction Reroutes.** Made long-term adjustments to transit service as a result of shopping center construction and associated road closures in and around the Ala Moana Shopping Center.
- **Waikiki Regional Circulator Study.** Continued short and long-range planning for bus improvements in Waikiki, including but not limited to, planned bus-rail intermodal operations via the “Circulator” bus route between the Ala Moana Transit Station and Waikiki.
- **Bus-Rail Integration and Construction Mitigation.** Ongoing planning and coordination of bus-rail intermodal routes after start-up of rail in 2017, including planning and designing bus/Handi-Van facilities at rail stations, and mitigating bus service impacts associated with on-street rail construction activity.
- **TheHandi-Van Eligibility.** Conducted a total of 4,429 functional assessments for paratransit eligibility, with 440 applicants deemed conditionally eligible, 370 deemed temporarily eligible, 3,485 deemed unconditionally eligible, and 134 deemed ineligible.
- **Human Services Transportation Coordination Program.** Provided 136,991 paratransit trips to approximately 251 riders through an existing transportation service operated by Goodwill Industries of Hawaii and two services established with The Arc in Hawaii and Special Education Center of Hawaii. These projects provide additional capacity to TheHandi-Van and provide more direct trips to these agencies’ clients. Goodwill Industries also operates a Kalaeloa shuttle service that complements the city’s regular circulator Route 415. The shuttle provided 64,089 midday and late-night trips between the Kalaeloa transitional shelters and the Kapolei Transit Center, and provides a vital link to jobs and services for area residents.
- **TheHandi-Van No-Show Policy.** Revised the no-show policy, resulting in a 12.8 percent reduction of no-shows between March and June, which provided additional seats

for riders, shortened ride times, and improved scheduling efficiency.

### • New Vehicles Procured:

- Sixty-three 40-foot, low-floor, clean diesel buses
- Ten 60-foot, low-floor clean diesel, heavy-duty articulated buses
- Eight 40-foot, low-floor, heavy-duty, series hybrid-electric buses

## LEGISLATIVE BRANCH AND OFFICES



### Message from Council Chair **ERNEST Y. MARTIN**



The Honolulu City Council has reason to be proud of its accomplishments in Fiscal Year 2014, but it comes with the realization that there is still much to be done. While debate over policy and budget matters is inevitable, this Council is open and willing to consider any and all ideas on their merits.

The four first-time members of the Council proved to be quick studies and hard workers, embracing their new responsibilities and laying down solid foundations for the coming years. More importantly, they meshed well with the veteran members on the Council and provided a strong, confident, and unified voice on matters of the greatest importance to our city.

One of the most pressing issues facing the city is an adequate supply of affordable housing. Honolulu has been hard hit by homelessness. The increase in numbers is staggering, especially in places like Waikiki, Kakaako, and Chinatown. The Council agreed with those who call it a crisis situation and took bold action by appropriating nearly \$50 million in FY 2015 for homeless initiatives. It set a benchmark of commitment toward solving the problem. At the same time, the Council increased the funding for Grants-In-Aid to further help non-profits continue providing services the city cannot, many of which include direct services to homeless families and individuals.

Over the past year, the Council also supported certain basic infrastructure needs to ensure that we have a solid foundation upon which to move forward. The public has seen a major amount of road improvements on Oahu, made possible by the Council's approval of \$120 million for road repair and maintenance in FY 2014. Moreover, the Council approved \$130 million for roads in the FY 2015 budget. Along with infrastructure improvements to our roadways, parks, and ports, numerous residential projects have gained approval over the past year. When combined with projects by the state and the ongoing construction of the rail system, there will be some disruption of normal traffic patterns; but along with the inconvenience is the expectation that our quality of life will greatly improve when these projects are completed.

With the impending rail system and plans for development along the corridor, the Council also felt it was important to protect rural lands from encroachment. It led to our partnership with the state and the Trust for Public Land to preserve 660 acres at Turtle Bay on Oahu's North Shore. The city's share of \$5 million for this permanent easement ensures that this irreplaceable treasure will be there for future generations.

Closer to home, the nearly century-old Honolulu Hale also needed much attention – including the abatement of asbestos and lead paint hazards. The Council Chamber renovation was completed in 2014, along with a number of smaller offices that house staff members. During the construction period, the Council has held its meetings at various locations around Oahu, including Kapolei Hale, the University of Hawaii West Oahu, and Windward Community College.

Infrastructure is more than bricks and mortar. In this information age, computer systems and software are critical to governments operating more efficiently and with greater transparency. Our archaic website has been updated and provides easier access for citizens to participate in city government and to obtain the services they need. We are continually exploring ways to improve our website, and we welcome the public's input.

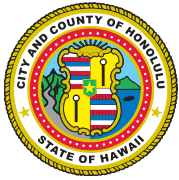
Overall, the Council sought to find a balance among the many needs faced by our city. In the end, it was about setting ourselves up with a strong foundation that will allow our citizens a greater number of options as we look to the future.

A handwritten signature in black ink, appearing to read "Ernest Y. Martin", with a long, sweeping horizontal line extending to the right.

**Ernest Y. Martin**, City Council Chair  
City and County of Honolulu

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## OFFICE OF THE CITY AUDITOR

**Edwin S.W. Young**, MBA, MS, CIA, CFE, CGFM, CRMA, City Auditor  
**Susan Hall**, MPA, CFE, CRMA, Deputy City Auditor  
**Van Lee**, MBA, CRMA, Deputy City Auditor

### POWERS, DUTIES, AND FUNCTIONS

The Office of the City Auditor (OCA) was created on July 1, 2003. The Revised City Charter amendments, approved by the voters in the November 2002 General Election, authorized the Honolulu City Council to establish OCA as a separate and independent office to strengthen the auditing function in city government, and to ensure that the agencies and programs of the city are held to the highest standards of accountability to the public (Sec. 3-501.1, RCH). The charter affords the auditor the independence to initiate work under the auditor's authority and consider requests for work from the Council. In addition, and for the purpose of carrying out an audit, the charter empowers the auditor to have full, free, and unrestricted access to any city officer or employee, and grants authorization to examine and inspect any record of any agency or operation of the city.

The charter further provides that the city auditor conduct or cause to be conducted: 1) the annual financial audit of the city; 2) performance audits of the funds, programs, and operations of any agency or operation of the city; and 3) follow-up audits and monitoring of compliance with audit recommendations by audited entities. All audits are conducted in accordance with government auditing standards, and audit findings and recommendations are set forth in written reports of the city auditor.

### MISSION

OCA's mission is to promote honest, efficient, effective, and fully accountable city government. OCA conducts audits and examinations of city departments, programs, services, and activities, and provides the City Council and city management with independent and objective information regarding the economy, efficiency, and effectiveness of those activities.

### ACCOMPLISHMENTS

- 2013 Service Efforts and Accomplishments Report
- The National Citizen Survey™ Honolulu, Hawaii 2013
- Honolulu Citizen-Centric Report for Fiscal Year 2013
- OCA Annual Report FY 2012-13
- Financial Audit of the City and County of Honolulu for the Fiscal Year Ended June 30, 2013, which includes the Public Transportation System—Bus and Paratransit Operations, Financial Statements and Supplemental Schedules; Sewer Fund Financial Statements; Management Letter; and Single Audit of Federal Financial Assistance Programs
- Audit of the Honolulu Authority for Rapid Transportation's (HART) Contracts and Spending for Public Relations and Public Involvement Services (Resolution 12-149)
- Audit of the Real Property Assessment Division (Resolution 10-269)



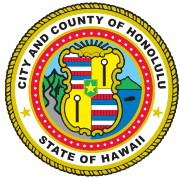
OCA received the Bronze Knighton Award for its audit of the Real Property Assessment Division. The award was presented by the Association of Local Government Auditors (ALGA) in May 2014. Pictured from left to right: City Auditor Edwin Young, Auditor Darin Kawamoto, Senior Auditor Wayne Kawamura, ALGA President Bill Greene, and ALGA Awards Committee Chair Nancy Howe.

- The Association of Local Government Auditors (ALGA) awarded its national Bronze Knighton Award (for medium-sized audit shops) to OCA for the Audit of the Real Property Assessment Division
- A study by The Institute of Internal Auditors Research Foundation recognized OCA as a best practice provider
- An OCA employee earned a Certified Fraud Examiner designation
- An OCA student intern and teammates won the national championship in the 2013-2014 Association of Government Accountants' (AGA) Finance Case Challenge competition

### OCA participated in professional support activities which included:

- Served on the AGA-Hawaii Chapter's Board of Directors and various committees
- Served on ALGA's Knighton Award committees
- Participated in a panel discussion and presented audit results to attendees at the 2014 ALGA Annual Conference
- Provided professional, administrative, and audit assistance and support to the Office of the County Auditor – Kauai County, Office of the County Auditor – Maui County and the County of Hawaii – Office of the Legislative Auditor
- Assisted the County of Hawaii – Office of the Legislative Auditor in preparation of their first peer review
- Served as team members and team leaders for the peer reviews of the Office of the City Auditor for the City of Oakland, California; the City of San Diego, California; and the City of San Jose, California
- Mentored college students through the OCA internship program
- Gave presentations to accounting students from the University of Hawaii, Manoa and West Oahu campuses, on job opportunities in governmental auditing and accounting

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# OFFICE OF THE CITY CLERK

Bernice K.N. Mau, City Clerk

## POWERS, DUTIES, AND FUNCTIONS

The City Clerk serves as the Clerk of the City Council; is the custodian of its books, papers, and records, including ordinances, resolutions, and rules and regulations of all city agencies; has custody of the city seal; authenticates all official papers and instruments requiring certification; is responsible for voter registration and conducts all elections for the City and County of Honolulu in accordance with the City Charter and laws of the state; and performs such other functions as required by the charter or by law.

Staffed with 30 positions, the Office of the City Clerk is organized under the following four operating units: Administration, Council Assistance, Office Services, and Elections.

The Clerk, with the assistance of a department executive staff assistant and two secretaries, directs all programs and activities of the office.

## ACCOMPLISHMENTS

### Oaths of Office

During Fiscal Year 2014, 59 public officials, appointed agency heads, deputies, and board and commission members were administered the oath of office in accordance with Section 13-118 of the Revised City Charter.

### Disclosure of Financial Interests Statements

One hundred thirty disclosures were received in FY 2014, of which 40 were candidate disclosures. Elected officers and appointed agency heads and deputies are required to disclose their financial interests annually by January 31, and file statements with the Clerk when taking or leaving office. Candidates for elective city office are also required to file disclosures of financial interest statements with the City Clerk's office within 10 working days after the candidate-filing deadline.

### Revenue

During FY 2014, the Clerk's office generated \$8,785 in revenue, mainly from fees for voter certificates, voter lists, and candidate filing fees.

## COUNCIL ASSISTANCE

### POWERS, DUTIES, AND FUNCTIONS

The division is responsible for providing staff support to the City Council at all of its regular council sessions, committee meetings, and public hearings. The staff is responsible for preparation of all agendas; recording and reporting all proceedings; processing all communications and resolutions, bills, and ordinances introduced and acted upon by the Council; and providing reference and research services regarding enacted or pending legislation and other council documents. Staffing includes a division head and an assistant division head, nine

council/committee aides, one assistant council/committee aide, and three records and research technicians.

Since upgrading its electronic filing system in 2004 using the DocuShare document management software, the city offers the public access to research and full text of all public documents of the City Council, which includes all communications, bills, resolutions, ordinances, agendas, committee reports, and minutes.

## ACCOMPLISHMENTS

### FY 2014 WORKLOAD STATISTICS

#### Council Meetings and Hearings

Regular Sessions .....	12
Special Sessions .....	1
Public Hearings .....	12

#### Legal Notices Published

Public Hearing Notice .....	14
Change of Meeting Location .....	7

#### Speakers

Council Meetings .....	735
Public Hearing .....	235

#### Honorary Certificates Presented

Floor Presentation .....	205
Outside Presentation .....	407
Retirees Certificate .....	137

#### Standing Committee Meetings

Budget .....	18
Executive Matters & Legal Affairs .....	13
Intergovernmental Affairs & Human Services .....	11
Parks & Customer Services .....	7
Public Safety & Economic Development .....	12
Public Works & Sustainability .....	12
Transportation .....	10
Zoning & Planning .....	19
<b>Total Standing Committee Meetings .....</b>	<b>102</b>

#### Speakers

Committee Meetings .....	1,101
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#### Committee Reports

Committee Meetings .....	364
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## OFFICE SERVICES

### POWERS, DUTIES, AND FUNCTIONS

This section provides office management and support services for the Office of the City Clerk. Additionally, the section performs all functions concerning personnel and fiscal matters for the Clerk's office, and provides audio, printing, mail and

messenger services for the legislative branch of the City and County of Honolulu. A staff of four, headed by the office manager, is organized into six functional units: office management, personnel, fiscal/inventory, sound, printing services, and mail and messenger services.

The printing unit prints the Order of Business for all council meetings and the agendas for all eight council committee meetings, along with letterhead and business cards for all councilmembers, the City Clerk, the Office of Council Services, and the City Auditor. The audio unit provides all audio services for council and committee meetings held at Honolulu Hale, any meetings held at other locations, as well as other council events.

## **ELECTIONS DIVISION**

### **POWERS, DUTIES, AND FUNCTIONS**

The Elections Division is responsible for conducting all elections held in the City and County of Honolulu, and performs voter registration functions pursuant to the Revised Charter of the City and County of Honolulu, and the laws of the State of Hawaii. The division also administers the Statewide Voter Registration System database on behalf of the state and the neighbor island counties.

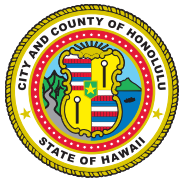
Positions authorized to the Elections Division include an administrator, assistant administrator, elections specialist, and three senior election clerks. Eight additional senior election clerks hired on contract are authorized during the fiscal year covering the regular elections.

### **ACCOMPLISHMENTS**

In anticipation of the 2014 elections, the division began modernization of its vote-by-mail processing through the procurement of scanner/sorter mail technology. This equipment facilitates expeditious processing of returned absentee mail ballots with improved security and accountability.

### **Voter Registration**

As of June 30, 2014, the City and County of Honolulu had a total of 463,753 registered voters, of which 403,987 are active voters on file. There were also 59,766 fail-safe voters on file. Fail-safe voters are registered, but have not voted and must be retained on the voter registration files for two election cycles pursuant to federal law before being removed from the voter registration list.



## CITY COUNCIL

Councilmembers: **Ernest Y. Martin**, Chair; **Ikaika Anderson**, Vice Chair; **Breene Harimoto**, Floor Leader; **Stanley Chang**, **Carol Fukunaga**, **Ann H. Kobayashi**, **Joey Manahan**, **Ron Menor**, **Kymberly Marcos Pine**, Members.

### POWERS, DUTIES, AND FUNCTIONS

The 1973 Revised Charter of the City and County of Honolulu expressly establishes the legislative branch to coordinate with the executive branch of city government and vests the legislative power in the Honolulu City Council.

As the legislative body of the city, the Council performs the following major duties and functions:

- Sets citywide policies by enacting ordinances and adopting resolutions relating to municipal government programs and services, such as police and fire protection, parks and recreation, affordable and special needs housing, sanitation and waste disposal, public transportation, and other city government operations
- Initiates new municipal programs that the city may pursue or improvements to existing programs and services
- Initiates amendments to the City Charter
- Adopts the annual operating and capital programs and budgets to fund the delivery of city services in the following fiscal year by the city, including the semi-autonomous Honolulu Authority for Rapid Transportation (HART)
- Adopts measures that will yield sufficient monies to balance the budget in the following fiscal year, including the setting of annual real property tax rates and authorizing the issuance of general obligation bonds
- Fixes fees and charges for city services and the use of city property, or delegates that authority to the city executive branch
- Adopts policies and land use laws, such as the general plan, development plans, and zoning regulations and processes
- Establishes policies for development in or near the shoreline by reviewing and granting applications for special management area use permits and shoreline setback variances upon recommendation of the Department of Planning and Permitting (DPP)
- Makes requests to the City Auditor to conduct performance audits of city agencies and programs to determine whether laws, policies, and programs are being carried out in the most effective, efficient, and economical manner
- Determines the necessity for taking property for public purposes and authorizes proceedings in eminent domain
- Confirms city department heads, and board and commission members nominated by the Mayor, and appoints members of certain commissions
- Settles claims filed against the city, and its officers and employees
- Approves the compromise of real property tax claims in excess of \$500 upon recommendation of the Director of Budget and Fiscal Services (BFS)
- Approves the abandonment or closing of city streets and roads upon recommendation of the city administration
- Establishes fines and penalties for violations of city ordinances
- Accepts, on behalf of the city, gifts of money, securities, other personal property, real estate, or interests in real estate
- Authorizes agreements between the city and other governmental and quasi-governmental agencies which place obligations on the city
- Approves the appointment of special counsel for the city upon the recommendation of the Corporation Counsel (COR)
- Serves as trustees providing oversight over the land of Kapiolani Park

The Council exercises its legislative policy-making and oversight powers through the work of its standing committees. The standing committees serve as open forums of discussion, debate, and consensus. They actively seek citizen participation in the legislative process by conducting meetings during which individuals as well as representatives of neighborhood boards, small businesses, interested organizations, and affected industries are encouraged to share their opinions and ideas on city government programs and activities. The number and diversity of public testimony received by the standing committees often forms the bases for recommendations for Council action. In addition to the regularly scheduled committee meetings, the standing committees also hold informational briefings to focus on complex issues and study new initiatives for city programs and services.

### ACCOMPLISHMENTS

In Fiscal Year 2014, the Council acted to shape Honolulu into a more sustainable, less automobile-dependent, and healthier city.

#### Promoting Rail Transit, Transit-oriented Development, and Transportation Alternatives

- In FY 2014, the Council passed Ordinance 13-26, a revision of the Ewa Development Plan, which includes the development around the transit system's terminus and outlines the continued growth of Kapolei as the General Plan's designated "Second City." The Council approved the first use of a development agreement for Honolulu, a contract between the city and a developer that preserves the development rights and obligations in effect at the



time of the agreement. This agreement was in support of a project known as “Live, Work, Play Aiea,” a mixed-use high-density development that would be near a planned transit station (Ordinance 14-8). The first Transit-oriented Development (TOD) plan was approved in FY 2014 (Resolution 14-47, CD1). The plan provides for more density and mixed uses at the planned transit stations in Waipahu, and adding public infrastructure and amenities, including the restoration of Kapakahi Stream and the addition of mini parks and pathways. Finally, the Council passed Ordinance 14-10, which established interim development rules for TOD projects. These rules would provide an overall guide for projects prior to the adoption of TOD plans and rules for the specific transit areas.

- The FY 2015 budgets for the rail project were also approved as requested by the board that is responsible for its development, the Honolulu Authority for Rapid Transportation. A total of \$1.6 billion was appropriated for the capital project, and \$19 million was appropriated for the Authority’s operations (Ordinance 14-21, -20).
- The Council adopted Resolution 14-69, FD1, to request the City Auditor to perform a comprehensive management and performance audit of TheHandi-Van paratransit program, the result of rider and management concerns regarding long wait times and cost containment issues.
- In FY 2013, the Council adopted the city’s Complete Streets Policy, which seeks to ensure that street designs accommodate all users (pedestrians, bicyclists, motorists, and transit riders) of the road, regardless of age, abilities, or preferred mode of transportation. In FY 2014, the Council expressed its support of designating the Beretania Street-Young Street-King Street corridor as a Complete Streets priority for bus, pedestrian, and bicycling improvements (Resolution 14-46, CD1) by tripling the Mayor’s proposed budget for Complete Streets projects to \$3 million (Ordinance 14-19). Finally, the Council adopted Resolution 14-35 to support a bikeshare program in Honolulu.
- Although not located along the rail transit corridor, the 580-acre Koa Ridge development in Waipio approved in Ordinance 13-38 is to incorporate many Complete Streets principles in its design, from an emphasis on compact building plans to the incorporation of road and pathway designs favoring bus transportation, bicycling, and walking. The project should have at least 30 percent affordable housing units, with an accessible mix of active and passive parks and community meeting spaces, and provide key improvements to existing highways.

### **Transferring the City’s Affordable Housing Projects to Private Operation**

- The city’s multi-year effort to transfer its affordable rental housing projects to private owners while keeping the units affordable in perpetuity and avoiding the displacement of current tenants hit a road block in FY 2014. The group selected to acquire the projects, Honolulu Affordable Housing Partners LLC, withdrew from the complex process because it ultimately was unable to obtain necessary financing. At the close of FY 2014, the Council debated the terms of a renewed transfer effort when the potential impact of such transfer on Chinatown businesses and residents became the focus of more concern.

### **Safeguarding Public Health and Safety**

- In FY 2013, the Council moved to ban smoking from heavily used beach parks, from Waikiki to Ala Moana and also from Sandy Beach. With support from the public to expand that policy, the Council passed Ordinances 13-27 and 13-28 in FY 2014, which prohibits smoking at all city public parks and at bus stops.
- Also in FY 2013, the Council approved a measure to remove personal property that obstructed the sidewalk. Such obstructions were declared to be public nuisances that deprived the public of an essential component of the public infrastructure. In FY 2014, the Council complemented that action by adopting Resolution 13-293, FD1, which requested the city administration to recommend areas in Downtown and Chinatown that would be appropriate to establish public restrooms to serve the general public as well as homeless persons who congregate there.

### **Making Government More Accountable and Accessible**

- The Board of Water Supply (BWS) came under growing public scrutiny due to the frequency of water main breaks while its executives were awarded salary bonuses, and more recently, major problems in billing a number of its customers that resulted in unexpectedly high bills. Resolution 13-201, FD1, requested a wide-ranging management and performance audit of BWS by the City Auditor to examine its operations and structure.
- The Council acted to make the business of city government more transparent to the public, and encouraged accessibility and participation in government decision making. Ordinance 13-39 required the city to make its collected data available to the public without charge. Resolution 13-262, FD1, required timely website posting of public testimony prior to Council meetings. Resolution 13-171, CD1, required the Council’s committee reports to be available to the public at least 48 hours prior to its approval of the related measure.

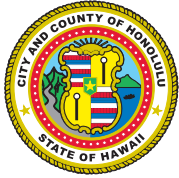
### **Redistributing the Burden of Providing for City Services**

- Ordinance 13-33 established a new “Residential A” real property tax category for higher value (over \$1 million) residential property not used as a residence by the owner. Ordinance 13-41 clarified that the tax category included higher value vacant residential land. Upon its establishment, a tax rate of \$6.00 per \$1,000 of assessed value was applied to properties in Residential A for FY 2015 (Resolution 14-53, CD1). This compares to the \$3.50 tax rate applied to all other residential properties, and is higher than the \$5.50 proposed by the Mayor. The Council lowered the tax rate on hotel/resort properties, setting the rate at \$12.90 per \$1,000 of assessed value, while the Mayor had proposed a rate of \$13.40.
- The selectively higher real property taxes were instrumental in balancing the city’s budgets for FY 2015. Ordinance 14-17 approved a FY 2015 budget for the legislative branch of \$17 million, which added five positions, of which three were for the convening of a charter commission required to be formed every ten years. Ordinance 14-18 appropriated \$2.1 billion for the operations of the executive



branch in FY 2015. In it, the Council added over \$4.5 million for art grants, leeward coast community benefits, and contracts and grants for homeless and social service providers. Ordinance 14-19 budgeted nearly \$709 million for Capital Improvement Projects (CIP) for FY 2015. The Council added \$2 million to the Mayor's proposed \$1 million in Complete Streets projects. The Council also added over \$4 million for the Family Justice Center, \$37 million for homeless projects, \$3.5 million to preserve undeveloped land stretching from Kawela Bay to Kahuku Point, and over \$4 million for the expansion of the Aina Haina Nature Preserve.

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## OFFICE OF COUNCIL SERVICES

Charmaine Doran, Director  
Ivan Kaisan, Assistant Director

### POWERS, DUTIES, AND FUNCTIONS

Section 3-107.7, Revised Charter of the City and County of Honolulu (RCH), authorizes the City Council to establish the Office of Council Services (OCS) to assist it in the exercise of its legislative power. OCS is “a necessary adjunct to, and is supportive of, the policy formulation or legislative role of the City Council” and “a tool for decision making – to assist it in analyzing the city’s policies and financial programs for their effectiveness and adequacy, and in identifying alternative programs, policies, and major problems which endanger the public interest and welfare.”<sup>1</sup>

In Article 3, Chapter 4, Revised Ordinances of Honolulu (ROH), the Office of Council Services is charged with providing the City Council comprehensive research, reference, and drafting services necessary for the enactment or consideration of legislation and policy, and serving in an advisory or consultative capacity to the Council and its committees. Since 1993, OCS has served as the Revisor of Ordinances.

OCS celebrated its 40<sup>th</sup> anniversary in Fiscal Year 2014.

### SERVICES PERFORMED

OCS performed the following services:

- Conducted independent and comprehensive research necessary for the enactment of legislation upon the request of the Council
- Provided assistance to the Council’s standing committees by conducting background research, gathering pertinent data, and serving as resource persons to the committees
- Supported meetings of the Council
- Analyzed executive branch proposals, programs, bills, and reports at the request of the Council
- Provided legal research and advice at the request of the Council
- Prepared bills and resolutions requested by councilmembers
- Analyzed, prepares amendments for, and monitors the execution of the Honolulu Authority for Rapid Transportation (HART) operating and capital budgets
- Assisted in review and preparation of the legislative budget
- Provided information to individual councilmembers by letter, memorandum, personal or telephone conferences, or electronic communication
- Prepared land use maps and provides Geographic Information System (GIS) services
- Served as Revisor of Ordinances, and supervised the revision, codification, and printing of the revised ordinances

- Maintained webpages and databases for the revised ordinances and city policy resolutions
- Assisted the Council in fulfilling its responsibilities as a member of the Hawaii State Association of Counties
- Assisted the councilmembers in their performance as trustees of Kapiolani Park

### ACCOMPLISHMENTS

#### Research and Consultative Activities

As the research arm of the Council, OCS prepared 1,016 written responses to requests for service in FY 2014. These responses included 248 bills, 437 resolutions, and 331 letters, legal memoranda, and statistical and research reports. Of the responses, about a third were for rush assignments, requiring immediate completion. Rushes constituted 39 percent of bills, 38 percent of resolutions, and 13 percent of other responses.

OCS provided consultative assistance to the Council’s 102 committee meetings, of which two were held outside city hall, and 13 Council meetings and public hearings, of which five were held in the local communities. Included in the tally were 14 confidential executive session meetings, for which OCS prepared 18 committee reports. Additionally, OCS reviewed 44 bills and 177 resolutions that were introduced for Council consideration in FY 2014 on behalf of the city administration. Finally, OCS staff reviewed the nearly 400 committee reports that resulted from the Council’s committee deliberations.

This workload included assisting the Council in reviewing and amending eight measures that constituted the budgets for the executive and legislative branches, as well as for the Honolulu Authority for Rapid Transportation. The office also reviewed and amended Council’s eventual approval of the revised Ewa Development Plan, the Waipahu Transit-oriented Development Plan, and the city’s first development agreement used in the “Live, Work, Play Aiea” project.

In March 2014, OCS released its 14<sup>th</sup> annual “Issue Profile, Status of the City’s Finances” report. The report is intended to provide the Council with a historical and comparative context to review the upcoming city budget and fiscal trends.

#### Revisor Activities

In FY 2014, as Revisor of Ordinances, OCS amended 112 sections of the ROH, and provided two updates for policy resolutions.

#### Other Activities

During FY 2014, OCS supported other city executive and legislative agencies as follows:

- Conducted a comprehensive review of requirements applicable to the executive branch to report on its activities to

<sup>1</sup>1971-72 Charter Commission.

the City Council. Requirements that are no longer needed were identified for repeal

- Conducted a comprehensive review of various policies applicable to the executive branch that were adopted by resolution. Requirements no longer needed were identified for repeal
- Prepared a Quick Guide to Legislative Drafting for use by the executive branch agencies
- Assisted the legislative branch in preparing proposals for the executive and legislative budgets by conducting staff training and preparing appropriate spreadsheets, forms, and supporting information
- Prepared a “white paper” for the City Council summarizing research on “best practices” in Transit-oriented Development projects
- Assisted the legislative branch in planning and holding the annual conference for the Hawaii State Association of Counties (HSAC)
- Provided ongoing support for the meetings of the HSAC executive committee
- Revamped the web pages for the city’s Revised Ordinances of Honolulu and for the office
- Conducted staff training for the legislative branch in performing cardiopulmonary resuscitation (CPR)
- Supported city community outreach activities, including Honolulu City Lights, Aloha United Way, and Foodbank

